A Man With a Purpose

JOHN T. M. JOHNSTON

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A MAN WITH A PURPOSE

A. D. Brown

A
MAN WITH A PURPOSE

BY
JOHN T. M. JOHNSTON, D. D.
AUTHOR OF
"THE QUESTION OF THE HOUR"

ILLUSTRATED BY
HARRY LEWIS BAILEY

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DEDICATED TO MRS. BROWN

WHOSE LOYAL DEVOTION AND POISE OF COUNSEL
HAVE EVER BEEN A STAY AND COMFORT
TO
"THE MAN WITH A PURPOSE"

DELMAR STUDY, ST. LOUIS, U. S. A.
MARCH 17, 1906.

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CHAPTER I.

CAPTAINS OF INDUSTRY.

In the activities of the world, where we see a marvelous advance in any branch of industry, we find a Napoleon to be the guiding and directing spirit; some man combining in a marked degree the elements that make for success is at the helm.

Men of achievement in the commercial, financial, and industrial world win laurels that entitle them to a place in history.

The life stories of captains of industry reveal the secret forces that have developed our cities from villages to commercial and industrial centers. Chicago is largely indebted to Phil. Armour for her great packing industry, and to Marshall Field for her lead as a dry-goods market.

Chicago has forged ahead of St. Louis in population and wealth, and maintains her lead in the packing interest, in dry-goods, and in some other branches of manufacture and trade, but not so in all. St. Louis, through the genius of E. C. Simmons, wears the crown in the distribution of hardware, and, through Samuel Cupples, that of woodenware. Other branches of industry could be named, in which St. Louis leads by reason of strong men who have thrown their lives into the work.

There is an industry in which St. Louis leads, not only Chicago, but every other city, that is, in making and selling shoes; and for her supremacy in this great industry she is indebted to Alanson David Brown, the greatest shoe merchant in the world.

The story of Mr. Brown's life is well worth a study. He has made a marvelous record and accumulated a large fortune; not by speculation, nor by investing in real estate around which grew a city, but by honest industry and thrift. In its accumulation he has been a benefactor to his city, for in organizing and building up the great enterprise of which he is the head, he has opened fields of employment for a multitude who might otherwise be idle, and given them, not only opportunity to earn a living, but to lay by a competency. The man who puts a shovel into another's hand is a better friend than he who puts a dollar into his pocket.

Mr. Brown has used his genius and wealth in a way that tends to advance the best interests of his city and state. Although he has given thousands to religion, philanthropy, and education, his greatest benefaction has been the giving of employment to his fellow-men. The enormous force of his example is such that it has ingrafted itself into the life of all his employees and attachees, from the humblest porter to the highest in the councils of his cabinet. His influence is not confined to the circle of his associates in business and employees, but his ideas and methods have forced themselves on all the shoe centers of the United States, and largely revolutionized this industry throughout America.

The great enterprise, of which Mr. Brown is the founder and guiding spirit, is probably the most democratic in the United States. There is no such thing connected with it as a private office. Everything is done in an honest, open, above-board fashion. There are no secrets to be covered, no closed closets. The books are open, the capital stock all common.

To give the story and lesson of the life of A. D. Brown is the purpose of this volume.

CHAPTER II.

EARLY TASKS ON THE FARM.

I have known socially, and in a business way, A. D. Brown for thirty years. During the past summer we were companions on a trip to Europe. In close association, especially on the steamer, I had a nearer view of him, and was greatly impressed with the uniqueness of his personality and the strength of his character. Having made a specialty of biography, I was strongly impressed that the story and lesson of his life should be given to the world. Carlyle says, "The story of any man's life would have interest and value if truly told."

Alanson David Brown was born on a farm in Granville Township, Washington County, New York, March 21, 1847. He was highly favored in the place of his birth. Washington County is classic ground. Within the original colonies, its soil was the first on which a white man placed his foot. Within its present limits were fought many battles between the English and French, and between the pioneers and the Indians tribes that roamed her hills and valleys. Here scenes were enacted that decided, in a measure, the future of England, France and America. Her folk-lore is rich in pathetic and tragic pioneer and Indian story.

SCENES IN AND NEAR GRANVILLE.

There are few spots in America more picturesquely beautiful than Granville Township. No artist's brush or poet's pen can describe its panoramic beauty on an October day. The valley is threaded by the Mettowee River. The rippling music of her gentle rapids adds interest to the scene, which is made ravishingly beautiful by the rich autumn tints that only the hand of nature could paint on the foliage of her trees. In the background of the picture, on the east, are the far-famed Green Mountains of Vermont; on the west, the Adirondacks of historic interest. Nature has here done much to inspire a love for beauty, but Alanson's greatest blessing was in his parents, who endowed him with their splendid health of body and Spartan virtues of mind. They dearly loved their son, but lavished on him no soft sentimentality. They set for him tasks and required their performance, thus laying firmly the foundation for habits of industry. They instilled into his young mind lessons of truth and virtue that opened into noble character. At the age of seven, his father gave him the task of bringing in daily, the firewood. His young mother did not question the wisdom of the father, but, fearing the burden was so heavy it might deform the limbs of her boy, assisted him in the task. When nine years old, milking the cows was added to his list of duties, and, every morning at five o'clock, his father would call from the foot of the stairs, "Alanson! Alanson! Alanson!" The third call was so emphatic that it created a desire on the part of the lad to get out of

bed and into his clothes. He now says the early call of his father, milking the cows, and carrying in the wood were the making of him.

Who can estimate the influence of this early farm life on the future of the great shoe merchant? When, in the battle of life, the city boy crosses swords with the country lad, the odds are against him. The early rising, the daily tasks, the economical habits of the country boy prepare him for the struggle that must precede ascendency. Boys from the fresh air and early tasks of the country come to the front, because they are able to do more and go through more to win success.

Carnegie tritely says, "Those who have the misfortune to be rich men's sons are heavily weighted in the race. A basket full of bonds is the heaviest basket a young man ever had to carry. Look out for the poor boy, who has to plunge into work directly he leaves the common-school, and begins by sweeping out the office or store,— he is the probable dark horse who will take the money and win the applause." Said Cyrus Field, when dying, "My fortune is gone, my home dishonored. Oh, I was so unkind to Edward when I thought I was being kind. If I had only had firmness enough to compel my boys to earn their living, they would have known the meaning of money."

When in Princeton recently, a student kindly proffered to show me through the University. He was a highly favored, well-balanced young man. In conversation, I asked what it cost to attend college

SCENES AROUND THE OLD HOME AT GRANVILLE.

there. He replied, "A young man can get through on fifteen hundred dollars a year, if he is prudent, and economical." Said I, "How much does it cost you?" "Five thousand dollars a year, but one is not obliged to spend that much." Later, I met another student, also a Junior. He was equally courteous, and had the bearing of a man of good breeding. I asked what it cost him to attend Princeton. He replied, "Two hundred and fifty dollars a year." Expressing surprise, I asked how he managed to get through on so little. Said he, "I cannot indulge in many luxuries, but they are not necessary." If those two young men meet in a battle for commercial supremacy, there is no question as to who will win. One is the son of a New York millionaire, the other the son of a Pennsylvania farmer.

When Senator Platt, of Connecticut, was asked what they produced on those rocky hills, he replied, "Manhood." The efforts required to live in those ungenerous surroundings, the necessity to make every blow tell, and to exercise every inventive faculty, develop powers of mind and habit, which have established distinguished names among the New England hills.

Those rocky hills on the old farm, that seemed so ungenerous to Marshall Field and A. D. Brown, were among their best friends. They were great factors in ingrafting into those lads habits of industry and economy that enabled them to win, when working more generous fields.

Rich, tropical countries that are prodigal with

their treasures, yielding their wealth to man without requiring exertion on his part, are not the countries that produce the greatest men. Wealthy, indulgent parents, who surround their sons with a tropical atmosphere, causing them to grow up as hot-house plants, may expect them to fail when they meet life's endurance tests with the boy who struggled in a rugged climate on a rocky farm.

THE OLD HOMESTEAD, AND SCENES ON THE STONY FARM. (To the right) KINCAID'S STORE— NORTH GRANVILLE.

CHAPTER III.

EARNS HIS FIRST FIVE DOLLARS.

When Alanson was in his tenth year he earned his first five dollars by picking up the small potatoes that had been left by the diggers. He loaned the money to his father and received this note:

"$5.00 GRANVILLE, N. Y., October 19, 1856.

"One day after date I promise to pay Alanson D. Brown or order the sum of Five dollars with use, DAVID BROWN."

The instinct of trade was too strong in the lad for him to be content with the slow-increase of an interest-bearing note. He traded the note for a calf, which, when grown to a cow, he traded for a colt; which, when four years old, he sold for one hundred and twenty-five dollars. This sum, with his other savings, amounting in all to three hundred dollars, he invested in fine sheep. When taking them South, he rode through the streets of New York and Cincinnati on the express wagon with his sheep. All his wealth was invested in those sheep and he stayed close to them. Sheep were the angels of his dreams, and his waking vision of coming fortune wore a habit of fleecy wool, and was fragrant with the flavor of mutton. On the boat from Cincinnati to Paducah, he spent most of his time with his sheep. He was

greatly shocked by the indifference of the travelers, who danced all night, although a passenger died with the cholera. The stop for his burial had no effect on the young people, who continued their revelry, indifferent to the tragedy of a soul passing into eternity.

Leaving the steamer at Paducah he crossed by rail to Union City, Tennessee, where he took the Mobile and Ohio for Columbus, Mississippi. Here the first disaster to his fortune occurred. He turned his fine sheep into the pasture of a relative of his uncle, they soon broke out and wandered off. The fortune he had been years in gathering disappeared in the canebrakes of Mississippi, and he had nothing left of it but the lessons of industry and thrift he had learned in its accumulation, and the need of concentration and watchfulness in every undertaking. Few young men realize the value of reverses as muscle givers, and perseverance promoters, as forces that give birth to success germs in their lives.

Alanson was destined to be a merchant, not a shepherd.

MOTHER LIFTED ME BY THE EAR.

CHAPTER IV.

CHOOSING A CAREER.

The parents of Alanson, not only schooled him in habits of industry and economy, but implanted in his young mind principles of truth and virtue, and a reverence for things religious. One Sunday morning, when he was twelve, his mother called him to get ready for Sunday school. He rebelled, and protested against going. In speaking of the incident he said, "Mother took me by the ear and lifted me in such a way that she drove the devil out, and I have been thankful to her every time I think of that morning."

Professor L. R. Mason, his teacher in both the day and Sunday school, had great influence with the lad, and used it to noble purpose. He induced him to join the "Band of Hope" at the age of thirteen, he took this vow: "I solemnly pledge myself to abstain from the use of intoxicating drinks as a beverage, and the use of tobacco and profanity." This pledge he has kept.

He attended the nearby district school a few months each winter until seventeen. There he acquired a fair knowledge of the "Three R's." He took delight in manly sports, was captain of the Slyboro baseball team and catcher of the nine. He

was always in demand when there was a match game between rival teams of the neighborhood.

In early life he exercised his talent as a merchant by selling apples and other surplus products of the farm in the nearby villages. One morning a prospective buyer asked, "Are your apples sweet or sour?" "Just a pleasant tart, madam." He made the sale.

When seventeen, having canvassed with his parents the question of preparing himself for a commercial life, the father advised him to stay on the farm, but left the decision to him. The mother felt that her son should follow the bent of his mind. She had visions for him greater than could be realized on the farm. She encouraged her boy to push out into the world. Yet the youth was to decide for himself. The parents of Alanson were wise in placing the responsibility of choosing his career on himself.

Every boy is called to some work, and this work is indicated by the bent of his mind. He should obey the hand that beckons him on, the hand that only he can see, the voice that is audible to him alone.

"What can I do best?" "In what capacity can I best serve my fellow-man and develop my highest and best powers?" Individual happiness and success depends on the answer the young man makes to this question. In making a decision as to what his work in life shall be a man should heed the God-given message that speaks in his blood. The natural inclination developed by encouragement and education, and controlled by conscience and reason,

CATCHER OF THE SLYBORO BASE BALL NINE. THE OLD SCHOOL-HOUSE IN THE REAR.

is the surest guide to a wise choice. One should choose a career for which he has an aptitude, one in which all his powers find quick and responsive expression. Says Edward Bok, "Every man is given a certain thing to do in the world, and he alone, by a proper study of himself can arrive at the clearest and surest knowledge of that particular object, and his truest course in life is not to follow the guidance of another, but his own instincts."

A few days after Alanson's conversation with his parents, he was cutting corn in the field with the hired man, Jim Hines. About nine o'clock in the morning he said to the hired man, "Jim, I want you to take me and my trunk to the station." This was his abrupt decision to prepare himself for a commercial life. He had determined to attend the commercial school at Rutland, Vermont. Although the boys laughed at his brogan boots, he graduated with the first honors of a class of one hundred and twenty-five; the prize was a copy of Campbell's poems.

On leaving the commercial school he engaged as clerk for J. H. Kincaid, a dealer in drugs and groceries at Middle Granville. I asked Mr. Kincaid why he engaged Alanson as clerk. Said he, "Because he was the son of David Brown." "Was he a good clerk?" "There never was a better; he never left anything undone." A few hundred yards in front of the store the great financier, Jay Gould, had extensive slate quarries. Young Brown was strongly impressed by his close attention to details,

and his thoughtful demeanor as he walked daily by the store.

Alanson continued in the employ of Mr. Kincaid at wages of seventeen dollars per month until his uncle, Charles Brown, a general merchant of Columbus, Mississippi, who, visiting his brother, the father of the young man, observed his nephew's diligent and methodical attention to business, and, feeling it would be to their mutual advantage, prevailed on Alanson to go with him to the Sunny South.

At the age of nineteen young Brown left all with which he had been associated in childhood and youth, and launched out into the world, burning the bridges behind him, so far as business relations and dependence on others was concerned. Yet the tender ties of kindred blood and friendship were not severed, and they ever helped to sustain him in his high purpose to live a noble life, the principles of which, truth, industry and frugality were indelibly stamped on his mind.

CHAPTER V.

ANSWER TO MOTHER'S FIRST LETTER.

How far young Brown had advanced in getting a correct view of life is shown in the following letter written to his mother soon after his arrival in Mississippi. This letter, written by a young man of nineteen, is prophetic, a forecast of everything he became in after life. His every purpose is found in germ here. It strikes the key-note of his career.

This letter reveals young Brown and the secret of his success. He says to his anxious mother who fears for his health and has written him to come home: "Do not be uneasy about me. Trust as sure as there is a God I will keep my road straight." Here is a motto worthy a Spartan. This motto, "I will keep my road straight," reveals his life purpose and plan. He virtually says to his mother, "I am determined to make myself a man, succeeding in that, I shall succeed in all else."

"Heard a good sermon yesterday, have determined to read a chapter in my Bible each morning on rising from my bed, shall read good books, shall deny myself everything that will or might impair my health. When you shed tears over me they shall be tears of joy." The reading of this letter gave his anxious mother a joy that was a fore-

taste of heaven. It was a picture of her boy's heart, a revelation of his devotion and lofty ideals. Do we wonder that she treasured it the remainder of her life, nearly forty years? In the language of Young, he practically said, "Mother, I will

> "Open my bosom and set my wishes wide,
> And let in manhood, let in happiness,
> Admit the boundless theater of thought
> From nothing up to God."

He read in the Holy Book, "Blessed is the man whose delight is in the law of the Lord — whatsoever he doeth shall prosper." Said he, Mother, "I will seek first the kingdom of God and His righteousness, and rest on His promise that all other things will be added unto me." On his first Sabbath in the South he made his way alone across the town to church and entered the Sunday school, a stranger in a strange land. He gave his name to the superintendent, and said to him, "You can depend on me to be here every Sunday morning." He listened intently to the morning sermon, which led him to make the resolve "I will read the Book of Books daily." Is it any wonder that this young man should within three years have charge of the largest business in the town, and receive one-half of the profits without investing one dollar of cash in the enterprise?

Columbus Miss Augst 20th 1846

Dear Mother

As I arrived at the Store this Morning found among the parcel of Letters one for Myself and One for Uncle J Thom all from Grahamville You speak of disappointing You I wrote you as soon as possible Could from Cincinnati O. Regret much to hear of You being so uneasy You state you received a letter from Uncle Tilch Stating that it was very unhealthy perhaps that may be the case But those that eat Bushels of Peaches or Melons can not expect any thing but sickness Have not eat a Whole Peach since I started from Home Shall not allow Myself to indulge in the 1st particle of Fruit Some of Uncle Chas Children are Complaining of the Chills & Fever But they have not had the Doct for them yet since I have been here. Uncle Tilch has been very sick Who has not got over it yet But is about Town "You say come Home" But should God spare My life for a few Years Think I will be able to shew you that you did a great Good when You permitted me to come here Shall put my whole Trust in God Where am Confident shall be rewarded Yesterday attended Baptist Meeting. Where I heard a very good sermon There was many out How disposed upon reading one Chapter in the Bible regular upon ready from My Pocket ward the Little Book Hunt Many gave me Most through What gave me Much good information Shall read Good Books the part of My time that is generally

occupied in sickness My Mother is upon the
Joseph Gray the man that started from home shedding
Tears with motherly Affection. Every time
You shed Tears for me May they be of Joy
Trust as sure as there is a God that I will
always Keep my road strait Have a very
pleasant School room with Mr John Genet
who I think appears like a nice fellow The Book-
Keeper has just phoned me Statements that they
are doing a business of over $100.000 per Year
Here is the place to learn business Note now
they 18th inst Weather is not as warm as have
witnessed it in Granville this season We are
in need of Rain just now which has
a tendency to Keep in wholesome Clerk
in New York does as much as 2 here
am getting acquainted with many now As-
soon as I see a person the 2d time I see does
Not have time to say how to do to me Before
I ask him the question and are shaking
hands with him My health is Good shall
render you a correct report of My proceed-
ings often Laura George all of you
Must not forget me, But write often
and I will answer Hoping should it
please God this may give you satisfaction
in regard to me Trusting this may find
you well as it leaves me

Remain Your Affectionate

Son

Hanson D Brown

Shuf are well and looking pretty
Have a splendid place for them

CHAPTER VI.

BAPTIZED IN TOM BIGBEE RIVER.

Soon after young Brown went to Columbus he changed his boarding place from the home of his uncle to the Gilmer Hotel. He won the friendship of the proprietor, Major A. W. King, and with it his trade. His first sale to the Major was a case of the then famous "John J. Roe hams."

He slept over the store with one of the clerks, W. H. Carroll. The close association resulted in a warm and lasting friendship. Young Brown had been reared a Baptist, but did not unite with the church until he went to Columbus. He and his friend Carroll were baptized at the same time in the Tom Bigbee River by the Reverend J. H. Cason, a minister who had lost an arm when chaplain in the ranks of those who wore the gray.

Young Brown attended regularly all the services of the church, and contributed liberally to its support. In business he was attentive and diligent, and within one year the management of the store was largely in his hands. His uncle formed a partnership with Mr. Sherrod, the firm's name being "Brown & Sherrod." They did a large credit business, and were losing money. The uncle bought out Mr. Sherrod, and took in Alanson as partner, the firm

being changed to "C. W. & A. D. Brown." They adopted the cash system. The business was in charge of young Brown, the uncle spending most of the time on his plantation. Young Brown's share of the profits the first year was $6,000. His uncle determined to go to Texas and disposed of his interest in the business to John M. Morgan and J. H. Estes; the name was changed to "Morgan, Brown & Estes."

Separation did not sever the ties that bound Alanson to his father, mother, brothers, and sisters. This is shown by the following extracts from a letter written to his parents.

DEAR PARENTS:—

Sorry to hear mother is in trouble with neuralgia. Hope you have gone to Saratoga and received much benefit and pleasure from the trip. Am pleased to hear from brother George that he has a strong desire to attend Sunday school. Have been to church and Sunday school to-day, where have listened with ardent desire that I might receive information that will prove of assistance to me through the paths of life. I trust, dear brother and sister, though we are separated, the instruction we seek for through the Sabbath school may prove effectually the same. Wish you would have Thomas Noonan make me a nice pair of calf sewed shoes, measure same as before, and send by Uncle Charles. You will charge to my account. A nice pair of sewed shoes cost $10.00, made here.

Will send you weekly paper, which will give you better description of the prospects of the country than I can write. Have no fears in regard to my health, which trust will continue good. Business is pretty good; still selling much corn $1.60 bushel, wheat $2.10; flour $8 and $9, and meal $1.60. Sold car of corn yesterday and had many applications could not supply. We have one clerk in Kentucky buying corn,

JIM, I WANT YOU TO TAKE ME AND MY TRUNK TO THE STATION.

meal, and flour. Watermelons are plenty. There are many figs that will soon be ripe. Love to Grandpa and Grandma.

Your affectionate son,

ALANSON D. BROWN.

In 1871 young Brown and his pastor, Rev. J. H. Cason, were delegates to the Southern Baptist Convention which met in the Third Baptist Church, St. Louis. He brought a letter of introduction from Miss Katie Teasdale, of Columbus, to her cousin W. C. Teasdale, and was the guest of Mr. Teasdale during the session of the convention. A friendship was formed between them which has continued. Two of Mr. Teasdale's sons are now associated with Mr. Brown in business, and have made fortunes through their connection with him.

The attendance of young Brown,as delegate to the Southern Baptist Convention in St. Louis, was an epoch in his life. He was so impressed with the city, its people, and geographical location as a distributing center, that he formed the purpose of locating here. He disposed of his interests in Mississippi to Mr. Morgan, one of his partners, and came to St. Louis in January 1872, at the age of twenty-four, with New York exchange for $13,000 in his pocket.

CHAPTER VII.

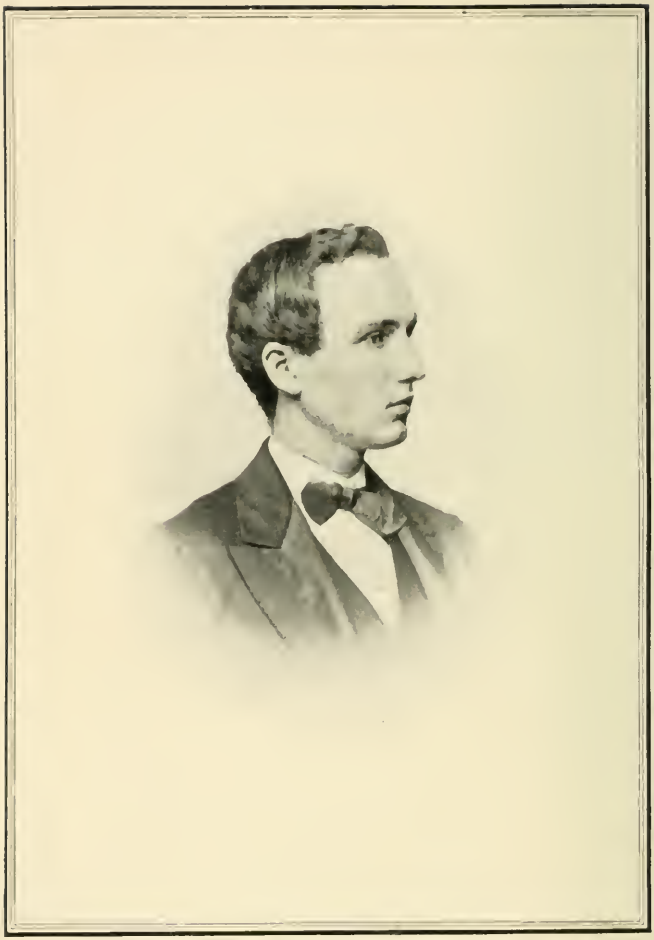
NO SUCH WORD AS FAIL.

When young Brown came to St. Louis he stopped at the old Barnum Hotel, corner Second and Walnut streets. He deposited his money in the Merchants Bank, of which James E. Yeatman was president. Not wishing that his funds should remain idle while prospecting for business, he loaned $10,000 to McLaren, Williams & Co., after consulting President Yeatman, who said it was all right.

Having made the acquaintance of Silas P. Jones, William M. Senter and David W. Guernsey, young Brown joined the Third Baptist Church, of which they were members. To this church circle of personal friends was added Frank Ely, and there was no break in the ties of friendship and church association of the five congenial spirits till the chords were severed by the grim reaper.

After uniting with the church young Brown identified himself with its activities, became a teacher in the Sunday school, and has continued to be a regular attendant of the service, including the mid-week prayer meeting.

Looking over the field with the view of engaging in the wholesale grocery business, and having found no satisfactory opening, he was speaking on the subject



MR. BROWN AT THE AGE OF 19.

to Frank Ely, who was also stopping at the Barnum. Said Ely, "Go into the wholesale shoe business, with Jim Hamilton, and sell for cash." Brown had met Hamilton and was favorably impressed. He called where Hamilton was opening a stock of boots and shoes at 106 Locust street, and proposed to look over the books and assist in the business for ten days; if satisfied with the business and they were pleased with each other they would form a partnership. Mutual respect and esteem were the result of the association, and March 11, 1872 Brown drew up a contract of partnership. Hamilton put $10,000 and he $13,000 into the firm.

Brown took his note against McLaren, Williams & Co., to the Merchants Bank to discount. President Yeatman refused, stating, "they were not in line." Brown took the note back again in a few days and received the same reply. Attending to the banking for Hamilton, he took this note to the Commercial Bank, where Hamilton kept his account, and showed it to the president, J. A. Addington, who looking him in the face, said, "How did you get that note?" Brown answered, "I loaned them the money." "We will discount it at eight per cent." He sold the note and placed the proceeds to the credit of Hamilton & Brown, who, as a result of the favor, did their business with the Commercial Bank for fifteen years.

The store of the young firm was twenty-five by forty feet, they occupied two floors and a basement. The first year they employed four salesmen and did a business of $225,000. All the hauling was done on

a two-wheeled dray drawn by one mule, driven by its owner, James Britton, who continued as drayman of the firm till his death, twenty-nine years, and was succeeded by his son.

Shortly after starting in business the young firm began to feel the rumbling of the financial earthquake that preceded the panic of 1873. The cash of the country merchant grew scarce and his prospects ominous. In May, some two months after their opening, Hamilton returned early one morning from a trip to Sedalia. He was tired, dirty, and discouraged. After eating his breakfast at the Barnum, he said to Brown, "I guess we shall have to give it up." Brown answered, "We will never give up so long as our bodies are outside of Bellefontaine Cemetery. Never say that again to me." A few days later, an acquaintance of Hamilton from Tennessee said, "Brown, I am sorry you went in with Hamilton, I am afraid you will lose all you have." Brown replied, "Sir, I do not thank you for your advice or sympathy. Hamilton & Brown will succeed as sure as the sun will rise to-morrow morning."

In the dictionary of young Brown there was no such word as *fail*. Both he and Hamilton were great workers and anxious to succeed, but Brown, with his fine physique, perfect health, and the stimulant of his successful experience in the South, was possessed with such advantages, that he became at once the great asset of the firm.

Charles Sumner said, "Three things are necessary to success. First, backbone; second, backbone;

third, backbone." Backbone without brains is worth more than brains without backbone. Young Brown possessed the backbone, and when his partner, less strong in body, felt discouraged and inclined to give up the ship, he shared with him his surplus buoyancy and enthusiasm. The satisfactory result of this experience with his first partner led him, in after-associations, to throw his surplus strength to the weakest link of the chain that binds his great interests together.

Emerson says, "The chief want in life is some one who shall make us do the best we can." Unconsciously, Mr. Brown supplies that want to many who are associated with him.

In advancing his life purpose, backbone and good health were not the only assets in the personality of young Brown. His greater assets were his well-grounded habits of industry and thrift, his exalted character, and loyalty to himself and to his God.

He soon had other tests of his grit. It requires courage to introduce radical changes in long established customs of business. There is a marked difference in the system of conducting the shoe business in 1872 and 1906. In 1872 the custom was long-time payments, and variable prices, and shoddy goods were not uncommon. Hamilton & Brown brooked the contumely of the rich and powerful firms who, fixed in their long-established business customs, resented the innovations these young men had the temerity to introduce into this field of commerce. They boldly hoisted their flag on which was

inscribed, "Good shoes, Prompt shipments, Cash payments," and they never swerved in loyalty to this banner and every motto it unfurled.

CHAPTER VIII.

A PANIC IN MONEY AND HEARTS.

The panic of 1873 tested the mettle of Brown and the foundations on which he was building. The shoe men of St. Louis met at the Southern Hotel, and the feeling of the meeting was that they should ask a general extension of their Eastern creditors. Brown, who looked after the finances of the firm, had no favors to ask. Hon. W. B. Rice, of Rice & Hutchins, Boston, says, "I was greatly impressed with the fact that during the panic of 1873, hardly a day passed that did not bring us a remittance from Hamilton & Brown, and an order for shoes."

That year of financial stress was a valuable lesson to young Brown. When he saw the great structures of the commercial world, whose collossal splendors towered so far above his, trembling in the gale of the raging financial storm, and, in some cases, fall with terrible disaster, he realized with a new appreciation, that the vital principle of selling for cash was the foundation rock that held his structure firm.

That year opened the eyes of the Eastern shoe manufacturers to the fact that A. D. Brown must be reckoned with in utilizing St. Louis as an outlet for their products. His activity and constant receipt

of fresh goods, when his competitors were seeking shelter from the financial storm, drew to him cash buyers, many of whom are still his customers.

The largely increased business of the young shoe firm, notwithstanding the financial distress, demanded larger quarters, and with characteristic promptness they secured 411 North Main street, with three floors and basement, twenty-five by one hundred and twenty-five feet. In 1876 the business had grown to such proportions that a larger store was required. The four-story building, corner Main and Washington, was secured.

Mr. Brown,who had been strong enough to open the door of opportunity for himself, now began to open it for others, admitting into partnership Eugene F. Williams, who had been a successful salesman on the road since '72, and W. H. Carroll, his associate and bed-fellow in Mississippi, who had been salesman for him since '73. Since that time Mr. Brown has not only continued to open the door of opportunity to young men, but urged them to enter, and given them not only his counsel, but the tremendous force of his example to help them win success.

The men employed by Mr. Brown must prove themselves worthy before they are admitted into the closer relation of business associates. To a young man, one of his traveling salesmen, who had the same opportunity as Williams and Carroll, he said, "Why are you not selling more goods?" The salesman answered, "I am building up trade." Said Mr Brown, "That is not our way of building up business,

WE WILL NEVER GIVE UP.

we want it built up with trade, we want results." Soon after he began business with Hamilton, he found the porter, a German named Herman, one day at the noon hour, lying on a case of shoes drunk, and said to him, "Herman, come into the office and settle." Mr. Brown carried the keys, swept out the store, and turned out the goods until another porter was secured. In after years, with increased experience and a broader view of life, he never discharged an employee until he had exhausted every means within his power to eliminate the weakness and help the unfortunate one with counsel and encouragement to fill the place.

1873 was a year of special interest to young Brown. While in Boston, buying shoes, he went with young Hawley, a salesmen for Stowe, Bills & Whitney, to Waltham, some ten miles distant. Going to the Baptist church, he met Miss Ella Bills, then sweet sixteen. Her liberal contribution, when the box was passed, completed the conquest of his heart by Miss Bills. He was not so fortunate in getting hers in return,and only succeeded after a siege of four years.

In 1877 he entered into a new partnership, the capital stock was love; the purpose, the elevating and sustaining joys of a home. After stopping a few months at the Planters Hotel they rented 2215 Market Street, paying thirty-five dollars per month. Here, in a modest six-room house, they experienced their first joys of housekeeping. Here young Brown felt the thought expressed by Byron:

> "'Tis sweet to know there is an eye will mark
> Our coming, and look brighter when we come."

This first home, hallowed by the birth of their eldest daughter, Estelle, and the memories that cluster in the recollections of two happy years, makes them feel with Cowper:

"This fond attachment for the well-known place
Where first we started into life's long race,
Maintains its hold with such unfailing sway,
We feel it e'en in age and at our latest day."

In 1879 Mr. Brown purchased a lot, 3110 Pine Street and built a home. Here, Jane, Alanson, Jr., Helene, Vesta, and Ruth were born. In 1894 the palatial home 4616 Lindell Boulevard was completed, and to it the family removed, the circle unbroken.

Charles C. Bills, wholesale shoe manufacturer, of Boston, the father of Miss Ella, had occasion to visit St. Louis in 1873 to look after a large indebtedness to his firm. Among the claims was a bill of $3,300 against his future son-in-law, who paid him one-half cash and gave a note for the balance, none of the bill being due. A few days later, seeing their note in the list of a Boston broker, they Hamilton & Brown wired, "We will take up our note," and sent the money at once.

In 1879, within seven years, under the organizing and directing genius of Mr. Brown, the annual sales had grown from $225,000 to $1,500,000. This increase necessitated larger quarters. In the spring of 1880 the firm removed to the six-story building, corner Broadway and Washington Avenue.

In 1883 the firm incorporated with a capital stock

of $400,000, and began to manufacture shoes on the upper floors of the building, corner of Tenth and Washington Avenue. To the lower floors of this building the rapidly expanding business was removed January 1, 1884.

The year 1883 marked an epoch in the history of A. D. Brown. The adding of manufacturing to his large commercial interests, together with his incorporating, gave full sway to his genius as a merchant and marvelous power as an organizer and leader of men. His tremendous capacity for detail, and grasp of the business, kept pace with its expansion. The knowledge of shoes and their merchandising which his observing and inquiring mind had accumulated, was always at hand. It is said of Webster that, "When aroused, all that he knew was in reach." In this respect Mr. Brown is very much like Webster. He has the faculty of bringing into use all the knowledge he has acquired of the business, even to the minutest detail. A shoe manufacturer of Boston, speaking of him, said, "When buying even a few cases of slippers, all his knowledge of shoes is at hand and he uses it in making the purchase."

Webster swayed men with the power of his eloquence, Mr. Brown sways them with the force of his example. Men are not so much moved by what he says, but they cannot resist the influence of what he is. Man's influence proceeds out of him, and in the long run is just the out-going of his inner life. He may give good advice, and at times be worked

up to be good himself, but his influence comes from his whole life, and not the better part of it. It is the whole life of Mr. Brown which so clearly shines through his simple, transparent honesty, and not any one meteoric faculty of genius that influences men.

CHAPTER IX.

MAXIMS AND MOTTOES.

I met one of Mr. Brown's business associates who had been with him many years and requested him to tell me what he knew of Brown. Said he, "I have an engagement just now, but will gladly see you another time." Several days later he handed me a card saying, "Mr. Brown is the living embodiment of everything you see on that card." It was a copy of a card which hung on the walls of the bank of the elder Rothschild.

"Carefully examine every detail of your business. Be prompt in everything. Take time to consider, then decide quickly. Dare to go forward. Bear your troubles patiently. Be brave in the struggle of life. Maintain your integrity as a sacred thing. Never tell business lies. Make no useless acquaintances. Never try to appear something more than you are. Pay your debts promptly. Learn how to risk your money at the right moment. Shun strong liquor. Employ your time well. Do not reckon upon chance. Be polite to everybody. Never be discouraged. Then work hard and you will succeed."

Mr. Brown had found this card in the office of a Boston manufacturer, and was so impressed with

its truth that he had several thousand printed and sent one to each of his customers. When he finds a motto which contains the philosophy of life packed into a sentence, he wants his associates to see it and incorporate it into their lives.

A good motto is the fruit of rich experience, and often compresses the history of a life into a phrase. There is greater power in a truth when compressed till it is on fire. Mr. Brown takes hold of the proverbs of concentrated wisdom with such firm grasp that he makes them a part of his life, and strives to instill them into the lives of others.

A motto helps a man as a target does the skill of the marksman. It gives his life a purpose and plan. It becomes a star by which he steers his course. It may express but one phase of life's meaning, but it leads to others. It fixes the ideal in the memory and spurs the laggard mind to duty.

A good motto may touch only industry, or honesty, or purity, or time, but in opening the door to one it leads to all. True, in the fullest sense, to one worthy motto, you are true to all, for truth is one. To know the value of time is to know eternity. "To know the full meaning of honesty is to know both God and man."

The trend of a life is due largely to the suggestions that find lodgement in the soul, and when a great truth is so condensed into burning words as to strike the mind as a flash of flame does the eye on a dark night, it finds lodgement.

Most men of achievement have had mottoes and

testify that they have been greatly helped by them. The merchant prince, John Wanamaker, has long had for his motto, "Do the next thing," and to this Mr. Brown has added that of Horace Greeley, "Do it now." He is a living sentence of General Neal Dow's motto, "Deeds, not words."

At the great store, which is the nerve center of his large business, trite sentences, many of which contain the boiled down experience of a life, meet the eye. Every publication in the way of a catalogue or souvenir of a special occasion carries, in a conspicuous place, an arrow of truth so tipped and winged that it strikes the bull's-eye at a single shot. "All at it, always at it, brings success," "Keep the quality up," "Plan your work thoroughly, then thoroughly work your plan," "Step lively, no slow steppers here," "Concentration," are among the number.

Mr. Brown has saturated himself with maxims of the Scriptures whith apply to all phases of life so thoroughly that they seem a part of his nature. He lives the admonition "Diligent in business, fervent in spirit, serving the Lord."

"Enthusiasm is a great staple with us," is one of the couplets that meets the eye when walking through the store. Mr. Brown understands the value of enthusiasm which is essential, not only in the construction of character, but in building up any great enterprise. It is one of the main factors in all action stimulating others to do. It gives persistency to the unstable, strength to the feeble, ability and skill to the inefficient, and success to

endeavor. There is a might in enthusiasm that is magical to the vacillating and irresolute.

This is an age when enthusiasm needs to be cultivated; not excitement, nor fanaticism, but earnestness, in which far-seeing wisdom combined with the vitalizing glow of ardent feeling, stimulates to right action.

In Mr. Brown, enthusiasm is a regulated force of heart and head combined; eagerness and foresight prosecuting a purpose. His enthusiasm does not blind him to difficulties, but braves his heart to meet them. His prudence is not dethroned by his enthusiasm, but measures the dangers and recognizes the chance of failure, yet the balance-wheel of prudence is swayed by duty's call, and enthusiasm comes to the rescue with a fire and zeal that wins.

Emerson says, "Every great and commanding movement in the annals of the world is the triumph of some enthusiasm." Lord Lytton says, "It is the genius of sincerity, and truth accomplishes no victory without it."

Enthusiasm is the element of success in everything. It is the light that leads, and the strength that lifts man on and up in all the pursuits of life. It robs endurance of difficulty, and makes a pleasure of duty. It is the lever of the world that sets great things in motion, and keeps them moving till they reach the top of the hill. It is a fundamental quality of strong souls, the nobility of blood in which all greatness of thought or action has its rise.

Thinkers and observers agree in placing en-

thusiasm among the factors essential to achievement, for without enthusiasm man cannot multiply himself in others. Caesar, the great soldier and statesman, would not have his place on the pages of history but for his power to multiply himself. Washington, multiplied many thousand times, won for America independence. Under present conditions, without enthusiasm great captains of industry would be impossible. No man can reach eminence in the enterprises of to-day without multiplying himself many times in others, and this he cannot do without enthusiasm.

The demand for this element in leaders is greater than ever before. The spirit of co-operation is now organizing armies to fight battles in every field of human activity.

Mr. Brown's enthusiasm, guided by his practical good sense, sustained by his industry and perseverance, has been a factor in making him the leading shoe merchant of the world.

When we come in contact with those under the impulse of a great idea, something of their force and power is conveyed to us. The men who keep the world from stagnation and achieve great things, are men wide awake, full of earnestness in which both heart and intellect are enlisted.

CHAPTER X.

EIGHTY-ONE FIVE-DOLLAR HATS.

When I was a young man nineteen years old, I started in the mercantile business at Ashland, Missouri. I came to St. Louis with letters to Frank Ely and A. D. Brown. I first called on Ely, who agreed to sell me $1000 on sixty days, but Brown would sell me only $500, thirty days net. He waited on me himself, and when showing me the shoes, opened the cases and took out one after another and held them up saying, "See how they run, every pair just alike." He did not walk, but ran from box to box. His zeal, his intensity, in the language of another, "caught me in the collar," and I have been his for the rest of the way. When I returned home I told the boys at the store we were not in it, in snap and move, with the young shoe merchant. I continued to buy of him till I retired from the active management of the business. His individuality, his intensity, his zeal, and never ceasing industry, made a strong impression on my young life. Each time I came in contact with him I felt a new force impelling me to renewed push and industry.

In 1885, when en route to the Theological Seminary at Louisville, Kentucky, I called at Tenth

and Washington. After making purchases needed for the store, I told Mr. Brown of my purpose to study for the ministry. He gave me to understand as did my late partner, Lawrence Bass, that he thought I was spoiling a good merchant for the chance of making a poor preacher, that he felt it would be better if I would go on making money for the Lord, and let some one else do the preaching.

When pastor of my first charge at Jefferson City, I came to St. Louis to secure assistance in building a church edifice. Mr. Brown gave me the first $100 and Frank Ely the second.

Some one has said, "Brown is a sponge, he absorbs ideas from all with whom he comes in contact." This is true, and he utilizes them, if he feels that they are good, with such natural frankness and intensity, that all who associate with him share the profit.

Mr. Brown's grasp of both little and big things that come within the range of his view is remarkable, and in that grasp he takes in the substantial reason behind the fact that makes it true. In a business conversation he said to me, "I never go to the bank to borrow money in the afternoon, but in the morning when they are fresh, before they are tired out." On one occasion he was in Boston with one of the directors, and they decided to borrow $100,000 from the banks there. Said his associate, "Are you ready to go?" No, I must get a shave first; don't you think they will accommodate me more freely, if I am shaven and clean?" I

once rode with him on a street car. He went forward to the second seat from the front. Said I, "Why did you come here for a seat?" He answered, "The air is better, and here in front we are less crowded. I always take the second seat from the front when it is not occupied." His faculty for looking at things from all sides and having good reasons for all he does, is well illustrated in the location of his home, the store and factories; they are the best possible locations for their purpose within the city limits. The same may be said of the Third Baptist Church, the Missouri Baptist Sanitarium, and the Baptist Orphan's Home, all of which he was largely instrumental in locating.

He acts quickly, so much so, it often seems without thought, but results have shown that the points were well weighed, and delays would have been at a sacrifice or loss of opportunity. Matters large and small, receive his careful attention, and when he acts it is the result of well grounded decision, however quickly he may have come to the conclusion.

Mr. Brown is eminently successful as a business man, but his *greatness* is a sort we all may share; his *virtues*, of a kind we may possess. Every man who succeeds in a legitimate business, works with the same tools that he uses. We know the man, we know how he succeeds; for with him there are no tricks of legerdemain, no deep hidden secrets. His purity of purpose is unimpeached. His untiring industry, steadfast earnestness, and sterling honesty are our possessions as examples.

Early in life he adopted the motto of Franklin, "Speak ill of no one, and attend to your own business," and to none of his mottoes is he more loyal. At times it appears to his associates necessary for him to resent the action of a competitor or the words of a critic, but in such cases he is persistently silent. He not only refuses to talk disparagingly of his competitors, but about their business, and encourages his associates to follow his example. In a recent semi-annual meeting where discussions relative to the interest of the business were general, and participated in by the salesmen from all parts of the country, after several of the speakers had referred to competing manufacturers, their shoes, and manner of doing business, Mr. Brown arose and said, "I always found it paid me best to attend to my own business, and if I do that properly I have no time to waste in talking about the other fellow or his business. If he is strong, I cannot afford to call attention to him, if weak, it is a great waste of time, besides it is not good taste and not the strongest evidence of a gentleman to talk of competitors and their wares. I make this proposition: To each of you who will sign a promise that you will attend strictly to your own business, and let the other fellows alone, not even talking about it or them, I will give a five-dollar hat." The proposition cost him eighty-one hats.

By reason of his decided spirit and keen-cut method of doing things, Mr. Brown is a strong influence on the circle and time in which he lives, an influence that will widen with increasing force.

The man who makes a mark on the progress and betterment of the world has left his impress on eternity.

It is said there are three learned professions, theology, medicine, and law, and that ignorance and sin supply the excuse for their existence. The work of the teacher is as great as either of these. The purpose of teaching is to develop capacity, and among the greatest teachers of to-day are men who give employment, teach the lesson of industry, and open the way to apply the lesson.

Sir Walter Scott said, "The literary genius, as a benefactor, is not to be mentioned in the same class with those who have to do with the practical affairs of life." Of the men who have had to do with the practical affairs of life, there is a remarkable similarity in the life story of Marshall Field, the greatest dry-goods merchant, and A. D. Brown, the greatest shoe merchant. They were reared on stony farms in old eastern states, born of sterling parents, made to work, and were sent to a country school in winter. When seventeen, each entered a store where he added to his capital of industry and unswerving integrity, the experience of practical commercial life. Each then followed the advice of Greeley, "Go West, young man." Industrious, frugal, and honest, with only the capital of these sterling virtues, each was sought as a partner. Both built on the solid rock of a cash basis, and early in life occupied a front place in their respective fields. These country boys within a few years had placed the

stamp of their individuality on the commerce of the world.

Jefferson said, "The hope of the nation lies in the tillers of the soil." At that time farming was the great business of the country, and considered the most dignified. Men of genius and ambition worked in other vocations for the purpose of gaining wealth to advance to that exalted pursuit. Conditions have changed. We now find ambitious farmer boys pushing to trade centers, not alone to increase their fortunes more rapidly than can be done on the farm, but for social and other advantages of the city. But the truth spoken by Jefferson stands, and with wider significance. Not only are tillers of the soil still the bulwark of our laws, but their sons, thronging the cities, infuse into the arteries of commercial and industrial life their vigor, industry, and steadiness, which have given to our country its supremacy in the marts of the world.

CHAPTER XI.

SELECTING LIEUTENANTS.

In 1884 the manufacture of shoes was carried on in the two upper stories of the store at Tenth and Washington Avenue. Needing an office boy for the factory, Mr. Brown made his wants known to the managers of the commercial school of Bryant & Stratton. A youth of eighteen, from the country, had just completed his course, and opportunity was given to him to answer the call. He was given a trial and secured a place on the pay-roll at five dollars per week. The young man whom he succeeded as office boy had gone into the factory, but being dissatisfied, was returned to the office, and the commercial graduate went into the factory, but was soon called back to the office, and resumed its duties. Coming down from the factory floors one Saturday evening, with the books under his arm, Mr. Brown asked, "How many?" "I don't know." Said Mr. Brown, "In our department the book-keeper can tell everything." "I can tell," said the youth, rushing up the stairs. He quickly returned, and said, "Eighteen hundred and ninety-three pairs were made this week." The young book-keeper, after this experience, kept posted and rarely failed to answer a question promptly. In 1885 his salary was

MR. BROWN AND HIS CABINET IN THE MONTHLY EXECUTIVE SESSION.

advanced to seven dollars and fifty cents, and the following year to nine dollars per week. In 1887 his pay was raised to fifteen dollars and the next year, in addition to keeping the books, he was nominally assistant superintendent of the factory, with a salary of eighteen dollars.

The increased demand for their own make of shoes, necessitated the building of a factory with greatly enlarged capacity. The factory superintendent was mostly occupied in looking after the building, leaving his duties at the factory largely to the young book-keeper. The superintendent became jealous of the recognition accorded his assistant and was so disagreeable to him, that the young man resigned, and went to the store to draw his savings, which amounted to $1700.00. Mr. Brown said to him, "What is the trouble?" "The superintendent does not recognize the value of my services, and complains of my work." "I have always thought you were trying to do your best, and think this is the place for you." "But, Mr. Brown, I have done the best I know how, and am not able to please the superintendent; I am not afraid to work, and believe I can find some one who will appreciate it." "I appreciate it, and will give you a job here. We are opening in Georgia, Oregon, and Washington, take your choice." The young man chose Georgia. Twenty months later the superintendent of the factory resigned, and the young man was called in by Mr. Brown to take his place. He now has charge of two thousand employees, making fourteen thousand pairs of shoes

daily, with a pay-roll of over a $1,000,000 a year. Beginning in 1884 on a salary of five dollars a week, his duties including the counting of the shoes made, —eighteen hundred and ninety-three pairs being a banner week,—he now buys the materials, and superintends the making of eighty-four thousand pairs per week, has an income of more than $2,000 a month, is a trusted lieutenant of the great shoe merchant, and a leading spirit in the councils of his cabinet.

In the story of this young man, one who reads between the lines can find one of the secrets of Mr. Brown's success. He recognizes capacity and ambition, and rewards merit. He knew this young man, with his four years' experience and knowledge of the business, was of value to the enlarging plant. He was too wise to take up a quarrel engendered by petty jealousy, and retained the assistance of two valuable men by placing them in separate departments.

This incident not only shows his broad spirit but his tact in overcoming obstacles, making them help instead of hinder progress. It also reveals his keen discrimination in recognizing merit, and his liberal spirit in rewarding it.

In 1885 a young man came to St. Louis from the South, for the purpose of securing a place with the Hamilton, Brown Shoe Company. On his first call he was told there was no opening. Calling a second time, he was advised there would be a position open the first of the year, in the mean time, if he wished the place, and wanted to learn the stock, he had the privilege of doing so. After a year's work in the

office and as house-salesman, he went on the road, and succeeded in building up a large and growing trade. He married and established a comfortable home in one of the small cities in the midst of his territory. For an outing and to brighten up and see what was going on at headquarters, he came with his young wife to St. Louis, Christmas, 1898. While in the city he was chosen to take charge of a new factory to be built in answer to the growing demand for their own make shoes. He was not even given the opportunity to return to his home and pack his household goods, but placed in charge of a vacant lot and instructed to erect, equip, and start the factory.

This action of Mr. Brown, taking a man who knew nothing about manufacturing and placing him in charge of this plant, created much comment by his eastern friends. One Boston man said, "People say A. D. Brown is conservative, but he is the greatest plunger on earth. To take a traveling man, without knowledge or experience in manufacturing shoes, and place him in charge of the largest factory in the west is the extreme of recklessness." Mr. Brown's knowledge of men and things was more far-reaching than that of his Boston friend. He chose for an important place a man of business capacity, rather than one of mechanical knowledge. One who could run a business, rather than one who could run a machine. The wisdom of his choice was soon demonstrated. The building was completed and equipped, and within three months after starting, it placed money in the dividend fund.

This young man came to St. Louis twenty years ago, his only capital being manhood. He worked two months in the store, then a year in the office and as house salesman at seventy-five dollars per month. He was thirteen years on the road; one of the very best schools for business training.

Mr. Brown was on a tower with a search-light and a field glass looking for men. He realized that the stupendous business fabric he was building could not stand without lieutenants for its ever increasing battalions. Lieutenants, who were men of purpose, in whom were grafted his spirit and methods. Necessity demanded an exceptional man for this place, and in the sweep of Mr. Brown's search his eye rested on this man. With his wonderful capacity for keeping his accumulated knowledge at hand and ready for use in deciding a question, he called to mind all he had learned of him in fourteen years' observation, placed it in the balance against others who were being considered, then said, "thou art the man." His experience with his other factories had taught him that it was better to use for important places men who were schooled in his methods, rather than those educated under another system.

This man is now a man among men. An active director in the management of the great corporation with an annual income of $25,000. He is an important factor in the life of the city, and gives of his income fifty dollars every week to the work of philanthropy and religion.

In 1881, "Hamilton, Brown & Company," adver-

tised in the St. Louis *Republic*, "Wanted, a book-keeper." Among the answers to the advertisement was a young man of twenty-nine. A man of strong mind, settled in his habits, decided in his convictions. A man of unquestioned integrity, but with views on religion antagonistic to those of Mr. Brown. Here two strong minds met, and each saw in the other pronounced opposition to cherished views. Mr. Brown's loyalty to the business, and his spirit of toleration for freedom of conscience, for which his ancestors so vehemently declared more than two and a half centuries before, asserted itself. For reason of his eminent qualifications he advanced the young man to one of the highest positions in his cabinet. Although this man did not highly regard Mr. Brown's views on religion, he recognized his genius and tremendous power as an organizer and leader, and gave him the loyal support of his counsel and efforts. As a result of that intelligent co-operation, he is the possessor of a fortune of a half million dollars.

As Washington gave the brilliant Hamilton a place in his cabinet for reason of his qualifications, regardless of their strained personal relations, so Mr. Brown, when he weighed the ability and experience of this man and put him through the crucible of his analysis, saw that he was the man for the place.

Some have said, "Mr. Brown is fortunate in selecting his lieutenants." It is not good fortune, as a close student of his methods can discover, but knowledge, gained by experience and observation, put to use.

CHAPTER XII.

WANTED, A YOUNG MAN.

In the fall of 1900, Mr. Brown advertised, "Wanted, a young man, born on a farm, who does not smoke, or drink, and is not afraid of work." Some fifty or sixty came in answer to the advertisement. He looked them over, clothes, collars, neckties, and shoes; if they were clean he told them to step aside; if not, he told them to go. To those who remained he said, "All who do not smoke or drink, hold up your right hand." All went up. They were then called before him one at a time, some eight of them were told to stay, the others he wished well, and told to go. Taking the eight to an upper floor, he questioned them, getting a complete detail of their history. The questions and answers were taken down in shorthand, copied on the type-writer and signed. He then told them he would write in a few days. He gave the place to a young man who is still with the house, having been advanced to a position on the road. He wrote each of the others, wishing them well, and bidding them godspeed. The replies to the searching questions the young man was required to answer are really an autobiography:

What is your name? Edmond R. Hale.
Where were you born? In Guaymus, Mexico.

Are you a graduate? I have been in college here in Missouri. I went to Marmaduke Military Academy.

How long? Four years.

Did you get a diploma? I have a diploma from a business college in California.

But you went to the Military school four years, long enough to get a diploma. Why did you not get one? The school building burned two months before we were to graduate, and we did not get any diplomas. They gave no diplomas to any of that class.

What is your father's occupation? My father was U. S. Consul in Guaymus. He was in business there, too.

Is he living? He died three years ago.

What was his estate worth? Probably $30,000.

Did he make all of that? Yes, sir, every cent of it.

Is your mother living? No, sir.

At what time did she die? At forty-nine years.

At what time did your father die? At sixty-nine.

How long ago did you finish school? I finished at Marmaduke in July, 1896. After the college building burned I continued my studies under a private teacher, but the school did not issue diplomas to any of that class. After I had finished with my private teacher, I went to California, and took a business course, studied stenography and book-keeping.

Have you saved any money? I have an account in the bank of some $300.

Whom have you been working for? I was with the Consolidated Brick Company of El Paso, Texas.

How long have you been in St. Louis? Since the first of November.

What have you been doing since then? I have been looking around for a position.

Where have you been stopping? At 4068 West Bell.

What church have you belonged to? Catholic Church.

Do you smoke? Not very much.

Take a glass of beer? Not very often.

Play cards a little? No sir.

Think you could give up these things? Very easily.

Will you do it? Yes, sir.

Are you willing to work hard and make something of yourself? Yes, sir.

Good health? Yes, sir.

How much do you weigh? 148 lbs. No, about 138 or 140, somewhere there.

How did you happen to come here this morning? I saw the advertisement in the paper.

Clean your own shoes? Yes, sir, sometimes.

You think you have got the sand and grit in you to do something? I think I have. I am confident of it.

Any trouble with your eyes? No, sir.

From head to heel, all in good health, no indigestion? No, sir.

Where were you born? I was born in Mexico. My father was an American and my mother a Mexican. My father left about $30,000. There were five children.

Did you get part of the estate? Yes, sir.

What have you done with it? I did not get any cash. Father was insured for $5,000 in gold, and $1,000 in Mexican money. I received my portion when I was twenty-one. I went to California, and started in business with a friend of mine, and we did not make a go of it.

All the money you have now is $300? I have about $280 in the bank in St. Louis.

And this property left you, what did you do with that? It is still mine.

Does it pay? It pays about $300 in Mexican money, and my share of that is about $25 a month in gold.

How many children were in the family? Five, three boys and two girls.

Are you the oldest? I am the youngest.

What are the other boys doing? One of them is at present in Guaymus, in business. He was with a big firm there until they burned out. He has a small business of his own there, now.

Do you like work? I do; yes, sir.

What is your other brother doing? He is in the commission business.

Is he successful? Quite successful; yes, sir.

Do you think you would be willing to take off your coat and go to handling boxes, and learn shoes? Yes sir. I am not afraid of any kind of work if there is a future for me.

(Signed) Edmond R. Hale.

November 22, 1900.

This is a sample taken at random from hundreds and given here verbatim.

An intimate friend asked Mr. Brown for a position for his son of seventeen. "Send him down," said he, "I will see what kind of a boy he is; it is a great thing for a young man to get a place with the Hamilton, Brown Shoe Company." When the youth went to Mr. Brown he was as carefully examined as if he had come in answer to an advertisement, put through the course of questions as to his habits, the extent of his education, his hopes in life, and what he expected to make of himself. Before giving an answer Mr. Brown went to the school where the young man had been in attendance, and finding his record good gave him a position. He would not give the son of his friend a place in his store until he knew the boy possessed the right qualities. The young man's father and friends were no help to him in securing advancement.

He began by handling boxes and worked his way to the office and sales floor by close attention, studying the interests of the company, and working to advance them. Later he was given a place as traveling salesman, not because he was the son of a friend,

but because of his qualifications to fill it. He soon built up a large and profitable business in his territory, was encouraged to buy stock of the company, and Mr. Brown loaned him the money with which to make the purchase.

The increase and demands of the growing business developed the necessity of a special department, and the alert eye of Mr. Brown fell on this young man for the important position of manager. Although this department, as an independent one, has only been in existence a few years, its strengthening and upbuilding power is felt by every other of the great business, and the wisdom of the selection of its ambitious, able, and intensely active manager is fully demonstrated.

This young man is not thirty-five, yet the business education he has acquired under the tutorage of Mr. Brown, has made him one of the broad, bright business men of St. Louis, and the possessor of a fortune.

It has not been accident nor luck that has enabled Mr. Brown to procure the best help in every department of his great industry, and to organize an invincible army that is winning victories in the field of commerce, but knowledge applied.

CHAPTER XIII.

LOYAL TO EMPLOYEES.

It is difficult to fathom the motive that impels the action of a man in certain conditions or discover his reason for a different course at other times under like circumstances. In 1872, a few months after engaging in the shoe business, Mr. Brown discharged his porter for his first offense of intoxication. Later, a man filling the same position, became a slave to liquor, and he not only retained him in the place, but did everything he could to free him from the chain that bound him to strong drink. Had him to move away from his environs to a different part of the city; took him twice to Eureka Springs, and not only stayed with him, but prayed with him in his endeavor to free him from the grip of the baneful habit.

Mr. Brown is careful, painstaking, and thorough in his examination and investigation before giving a man employment, but when one is on the list of his employees he will make sacrifices to retain him. He will not discharge an employee if there is any way to avoid it. If there is a complaint by his associates, he answers, "We have worked with this man, and he has learned something; with a new man we will have to go over the same. Can't we help him in his weak points, and make a good man out of him?"

His business life is filled with incidents where men have gone wrong and been straightened out time and again, until finally they made splendid men. Several times he has been compelled to discharge men who later returned and asked to be tried again, promising to reform. As often as three times he has taken them back, before they mastered their weakness. There are now at least three among the successful salesmen, who won the final victory over a weakness by the aid of Mr. Brown's helping hand extended the third time.

Few men who have such complete self control, exercise so much charity for weakness in others as does Mr. Brown. He is fortified by long continued practice of good habits. He counts a good habit an asset; a bad habit a liability.

Habit is something that has worn for itself a pathway in the body. It is conduct traveling on a trunk line of its own making. One does a thing so often that he does it without effort, and does it unconsciously. Soon he must struggle to keep from doing it. The first lie is hard to tell, conscience rebels; the second is told with less hindrance; the third is easy. Soon the lie has a highway of its own through the body. The drink habit makes a start, and directly has a trunk line, down grade, with no brakes.

A man's body becomes a net-work of railroads, built by habits, every one of which is a friend or foe to character. It is impossible to take sin into the body and evade its penalty. The memory of sin may depart, but the damage remains. There is an idea

with many that it is all right for a young man to sow "wild oats." This is a sad mistake. The youth is thus wearing channels of vice in his being. He may reform but the scar remains. On the other hand, we may cultivate the spirit of rightness and fortify character with habits of virtue and probity.

An old king wanted a charioteer. When applicants applied for the position, he asked, "How near can you drive to yonder precipice?" "Within a foot, and at a full gallop," answered the first. The second said, "I can drive within a hair's breadth." "I think, Sire," said the third, "I can lap half the outer tire over the rock, and the other half over the precipice." "And you," said the king to one who had remained silent. "Your Majesty, if I were your charioteer, I should drive as far from the edge as the road would allow." "You are my charioteer," said the king.

Mr. Brown's habit has been to drive as far from the precipice as possible. In his letters, when a young man, he writes, "I avoid bad company, I go to prayer meeting, Sunday school and church, because they are safe places to go. I spend my leisure time reading good books."

Lord Brougham said, "I trust everything under God to habit, upon which, in all ages, the law-giver, as well as the schoolmaster, has mainly placed his reliance; habits which make everything easy, and cast all difficulties upon the deviation from a wonted course. Make sobriety a habit and intemperance will be hateful; make prudence a habit, and profli-

gacy will be as contrary to the child or adult, as the most atrocious crime to any of us."

Habit, with many, becomes the test of truth. Crabbe says, "It must be right, I have done it since my youth."

> "All habits gather by unseen degrees,
> As brooks make rivers, rivers run to seas."

The habit of virtue cannot be formed by a resolution in a closet, but by acts of reason in a persevering struggle against temptation. The habit of directing the will rightly is the strongest support of character, and this habit becomes a benignant ruler, but if we direct the will wrongly, the habit becomes a cruel despot. We may become its willing subjects on the one side or its servile slaves on the other. It may help us on the road to good or hurry us on the road to ruin.

Habits of vice never secured a footing in Mr. Brown. He early established himself in habits of right, and as a result, his body, unscarred by inroads of vice, responds to the demands of a soul that is free from the burdens of remorse and regret, but keen in sympathy, and earnest in effort to help those less fortunate.

His habits of industry and economy are so firmly fixed that idleness and waste would be for him a Herculean task. His habits of temperance and right living are such that dissipation and vice would be torture. His habits of virtue and right constitute a greater asset in measuring his true success than all his material wealth.

It is the good habits of Mr. Brown that enable him to go forward with the greatest capacity for work of any man connected with the company of which he is head, although all are younger, every one of his early associates having passed away.

CHAPTER XIV.

A HORN OF PLENTY.

One of the secrets of Mr. Brown's strength as an organizer is his painstaking care in selecting helpers, and especially those who have a voice in the management of the business. In selecting such, he does not choose mere machines to do his bidding, but men of brains, men of will, men of plan, and men of purpose, whose force finds expression in the councils of his cabinet.

To meet the demands of the rapidly growing business and open the door of opportunity to those who were helping to build up the enterprise, the capital stock was increased in 1888 to $500,000; in 1890 to $750,000; in 1893 to $1,000,000; in 1900 to $1,500,000; and in 1905 to $2,500,000. The number of stockholders was increased to one hundred and ninety, and includes all the salesmen, heads of departments, factory superintendents and foremen. Men who showed an interest in the business and capacity for its work were urged to buy stock in the company, and Mr. Brown lent them the money with which to make the purchases. He grew in breadth of grasp with the expanding enterprise. When the scope of his vision of trade had widened in extent till it reached from ocean to ocean, and from the

lakes to the gulf, he realized he must have the support and co-operation of a well-organized army to meet the demands of the stupendous task, and to assure permanent and steadfast loyalty, a number of lieutenants must be anchored with the chain of their own vital and growing interest.

Mr. Brown delights in the material prosperity of his associates in business, and sees that their rewards keep pace with their advance in capacity and zeal in promoting its interests. His rapidly increasing wealth has added power to his helping hand, the friendly grasp of which has helped so many to win success.

The six large factories of the Hamilton, Brown Shoe Co., employ five thousand people, and have a capacity of thirty-eight thousand pairs of shoes daily. Over a shoe for every second. The capital stock is in demand at $600 per share, the par value being $100.

This great business is a monument to the genius of A. D. Brown. In 1872, $23,000 were put into it, and since then, not one dollar, drawn from or made in any other field, has gone into the enterprise. This $23,000, under his guiding hand, has become a horn of plenty and has, perhaps, made more prosperous and happy homes than any other like sum of this generation. It has paid to employees and attaches $26,000,000 in wages and salaries. It has given to more than one hundred of those engaged in the work of its progress, fortunes ranging from $5,000 to more than $5,000,000 each. It has paid to widows and

orphans of men who were associated in its work and those who withdrew from its interests and activities, over $3,000,000. For every working day of the past year it paid in wages, salaries, and dividends over $12,000.

We have in America many records of rapidly increasing wealth but in most cases it has been the result of a discovery in science, the invention of a device for utility, protected by patent, creating a monopoly, or by securing control of some of nature's vast stores of mineral, oil, coal, or some other substance that contributes to the comfort of man, and which his necessities demand. But we have few instances in this era of marvelous things that surpass the achievement of Mr. Brown's thirty-four years of labor, in a field that is famous for the brilliancy and thoroughness of its workers, and in which competition is, perhaps, sharper than in any other of our great industries.

CHAPTER XV.

THE AMERICAN SHOE.

There is probably no useful commodity of every day life of which so little is known as the American shoe. To manufacture and distribute it successfully requires executive ability above that of other industries. There are no other people on earth who clothe their feet so well as Americans. The crude sandal of the Mexican is made of raw-hide denuded of hair. The Esquimaux cover their feet with the skin of the seal, sewed with its own sinews. In Holland the shoe is carved out of a block of wood. The Coolies of the Orient use a sandal made of woven grass with raw-hide for a sole. In China the sole is made of felt, the upper of closely woven cloth. It is more complicated than those mentioned above but clumsy in appearance, and does not allow easy muscular action of the foot. The shoes worn by the better classes of Europe are similar to those used by Americans, but greatly inferior in fit, form, diversity of width, style and beauty of outline.

The American shoe, that is, the best quality that usually sells to the user at from four to five dollars per pair, is the crowning achievement of factory products, the acme of industrial wisdom, outstripping any other commodity of manufactured mer-

chandise. There are more elements required for its completion than any other finished product. So diverse are they and subject to so many and frequent market changes, that it requires greater judgment in the purchase of materials, greater mechanical efficiency to produce, and greater business acumen and energy to sell and distribute, than any other useful product of man.

Compared with the American shoe the watch is a plaything, the piano a musical toy, and the great locomotive of the modern passenger train less effective in travel.

The combining of comfort, durability, and taste in the building of a fine shoe calls for a higher grade of harmony than the construction of a piano.

In a high-grade patent-leather vamp, dull-top bal for men's wear, the leather for the top or ankle cover is made from the skin of a goat, grown in South America, and tanned in Philadelphia, by the use of gambier, which is obtained in the East Indies; from Michigan comes the degras, or wool oil, used in softening this top; from Vermont the copperas which is the base of the color for the leather; from Russia the horse hide, from which the leather vamp is made, but the hide travels to New Jersey to be tanned, with bi-cromide of potash, which transforms it, in a few days, into leather which is wonderfully soft. The enamel of this patent-leather which has the color of jet and the brilliancy of glass, is obtained by applying to the surface a combination of foreign gums and coloring matter, the composition being lamp-

black and turpentine from North Carolina, linseed oil from Ohio, wood-naphtha from Michigan, benzine from Pennsylvania, asphalt from South America, amber from the shores of the Baltic sea, mastic from the island of Scio, Greece, sandarac from Africa, lac from Cuba, flemi from Asia, damer from New Zealand, benzoin from Sumatra and couchone from South America.

The insole is from the hide of California cattle, tanned in that state. The outsole from the back of a Texas steer, tanned in Kentucky with bark from Tennessee. The lifts for the heel are from the skin of the Calcutta Buffalo of East India, shipped to this country partially preserved in chenang. These heel-lifts are pasted together with dextrine which is made from corn grown in Illinois.

The twill for the inside lining is of cotton, grown in Texas, woven in the looms of Fall River, Massachusetts, sent to Philadelphia to be stiffened with a paste made from flour of wheat grown in Kansas, and starch made from potatoes grown in Michigan. The soft felt pad in the heel is made from the wool of Ohio sheep, felted in a New York town, sent to Boston for distribution, and finally glued in place with gum arabic from Egypt.

The stitching top is done with thread spun of Sea Island cotton. The heavy oak sole is stitched to the welt, and the welt to the insole and upper, with linen thread spun in Scotland, lubricated and made stronger with wax made from rosin and tar which is extracted from the pines of the Carolinas.

The cement, which holds the channel in which is covered the thread around the edge of the sole, is made from the sap of the rubber tree of Brazil. The nails fastening the heel to the shoe are made of iron ore dug from the mountains of Sweden, and a special steel, made for the purpose in Pittsburg, is used in making the nails which fasten on the top piece of the heel. The lacing hooks and eyelets are made by a Connecticut company, from a combination of zinc, from the mines of Joplin, and copper from the deposits of that metal near Lake Superior. These hooks and eyelets are covered with agatine, an ebony-like substance the ingredients of which are from South America, Asia, and the United States, a combination of eight distinct materials.

The leather for the box toe is hardened with shellac which comes in a crude state from Siam. The tongue is from the hide of the Australian kangaroo. The cork, used to prevent dampness from reaching the foot, is from the cork-oak tree grown in the forests of Portugal. The bright polish of the sole is given by a coat of bayberry tallow made from the berries of the bay-tree of India. This tallow is mixed with wax made by the honey-bee, and turpentine. The top and tongue are cleaned with tragacanth from Persia. The shoe lace is made from selected finely-spun cotton thread colored with logwood from Yucatan, aniline blacks, and other ingredients. The cloth, on which is embroidered in tasty design the name of the maker, is made of silk from China. The straw of the American wheat-

field is the material of which the card-board for cartons is made, and the cotton-wood of the Mississippi delta furnishes the packing cases.

Every continent of the earth has contributed to this peerless product of American brains and energy. Through the arteries of commerce, its one-hundred and sixty-three parts travel to the goal of their final assembly. In their long and varied march they traverse more than two hundred and fifty thousand miles.

This product not only represents the labor of the most ingenious machinery ever devised by man, and many American shoe-makers, but the labor of thousands of all crafts and all nations. The animal and vegetable kingdoms have put into it the most costly and durable of their merchandise, each vieing with the other in variety of gifts.

The American shoe is one of the most wonderful products of modern times, and when Mr. Brown realizes that all the elements entering into its construction are from the hand of God, that he is but an agent to assemble its many parts from all quarters of the earth, and practically combine them for the comfort and utility of man, he can but feel a grateful reverence for the Giver of all things, and rejoice in being an instrument for carrying out the purposes of God in advancing the comfort and progress of mankind.

CHAPTER XVI.

A GLIMPSE AT ONE OF THE FACTORIES.

Some idea of the magnitude of the enterprise built up by the genius of Mr. Brown may be drawn from a glance at one of the six factories. The Sunlight factory, with its thousand windows, stands alone in a block. As we approach the immense building we note on a stone tablet above the main entrance, the inscription, "MERIT WINS." On every floor stands out in bold words where every operator can see, the motto, "KEEP THE QUALITY UP." In one room we observed four hundred pairs of busy hands whose deft and skillful fingers were assisting the marvelous machinery to do the work so recently required of human hands.

Here are skins from animals grown in South America, Africa, Europe, Mexico, in fact every country. Two thousand goats must be slaughtered each day to furnish skins for this one factory besides many cattle, sheep, and horses. Three thousand yards of drill are daily cut into shoe linings, and the stitchers in one room use over a million feet of thread each working day. $12,000 are paid each week to the employees, and all the artificial light, heat, and power used is generated in the plant.

A STITCHING-ROOM IN THE SUNLIGHT FACTORY.

CHAPTER XVII.

CONCENTRATION.

A prominent business man said, "Brown is the best balance-wheel in business that has ever been made." The characteristics that have produced the results in the life of Mr. Brown that called forth this statement, are his powers of concentration and high appreciation of its value.

He met on the street an acquaintance who tried to interest him in a mining proposition. He answered, "No sir; I will stick to the shoe business and the Third Baptist Church." When in Boston, buying shoes, he was the guest of a friend at the opera, and, while Patti, with her matchless voice, was holding the audience entranced by the sweetness and pathos of her interpretation of "Annie Laurie" he whispered to his friend, "What did you ask me for that kip brogan?" He enjoys music, has a keen appreciation of fine sentiments beautifully expressed, but at that moment brogan shoes had the right of way in his mind, even to the exclusion of the melodies of Patti's voice.

Concentration is not only a hobby of Mr. Brown, but his life is a definition of the word. He is not a club man nor a member of any secret society. The only evening of the week he spends away from his

family, is the one at the mid-week prayer meeting. He refuses to divert his mind and energies with clubs, secret societies, and social functions. That part of his life not given to business goes to his family and church. His life is patterned on the thought that the demand of the hour is, *not many things indifferently, but one thing supremely*. He has learned the art of marshalling his powers and hurling their united forces on the thing in hand. His concentration multiplies his power for achievement tremendously, and makes him practically irresistible in what he undertakes.

There is something in the binding together of dominant qualities that strengthens the weaker and secures their co-operation for one unwavering aim, bringing the entire man in harmony with his life purpose. It is only by focusing all our powers that we do great things. This is the secret of achievement.

In this intensely concentrated age, the man who scatters his efforts cannot hope to succeed. Henry Van Dyke says,

> "Life is an arrow — therefore you must know
> What mark to aim at, how to use the bow—
> Then draw it to the head, and let it go."

Buxton goes so far as to say, "Concentration alone conquers." Concentration is a key-note of the twentieth century. There is energy enough in a quarter section of sunshine, if it could be concentrated, to run all the machinery of a continent. The sun, scattering its rays over half the earth sets nothing

on fire, focus its arrows of light with a burning glass, and solid granite is dissolved.

Few things are so important to success as capacity and determination to focus the faculties on a single spot. A thousand bird-shot will often fail to bring down a tiny bird; melt and cast them into a single bullet, and with the same quantity of powder the king of the forest is brought to earth.

A scattered, wavering purpose has no place in this century. The man who wins has a goal in view and his purposes are centered on reaching that goal. "He plans his work thoroughly, and thoroughly works his plan." He concentrates his purpose on reaching a single object, and with determination, makes obstacles stepping stones in climbing to the top of the hill.

The currents of true success are as certain and fixed as the tides of the sea. Mr. Brown recognizes that one of the elements of this fixed current is concentration. The working of his mind relative to business is a revelation to his associates each day. They feel the force of his tremendous powers of concentration. It is almost impossible to side-track his mind until the thing in hand is carried to completion, or so shaped that it will go forward on time. He not only concentrates his energies on the shoe business as a whole, but, when considering any detail, his mind is focused on that point. Not only are his own thoughts and effort concentrated on the subject in hand, but he insists that all who are in council with him on the matter shall give it their undivided at-

tention. In the weekly meetings, when a matter is under discussion, his eye is alert, and when he sees one not giving riveted attention, in a tactful way he asks their views on the subject, and all are made to clearly understand that each one is expected to help solve the problem in hand.

CHAPTER XVIII.

ATTENTION TO DETAIL.

Mr. Brown takes intense pleasure in his business. A good order pleases him as much now as when the volume of sales was measured by thousands instead of millions. Nothing a salesmen can do is more sure of an expression of appreciation from him than selling shoes that are on the list to "close out." He calls attention to this stock in the weekly letter, and the men who move it get kindly mention in what is called his "*love letter*." At one time some six hundred pairs of this class of shoes had not moved as quickly as he desired. A country merchant came in and Mr. Brown took him to an upper floor and showed him the shoes. The shoes and price did not seem to enlist the interest of the merchant. Mr. Brown shouted, "Fire! Fire! Fire!" In a few moments there was a rush of porters, packers, and clerks, with buckets of water, hose, and fire extinguishers. Brown turned to his customer, and said, "You buy these shoes, and when you get them in your store, holler fire! and you will have all the people of that country crowding around your counters." He made the sale.

Shakespeare is a wonderful interpreter of the heart and the influences that affect it. In his

master production he makes Polonius say to his son Laertes, who is starting for Paris:

"Costly thy habit as thy purse can buy,
But not express'd in fancy; rich, not gaudy;
For the apparel oft proclaims the man;
And this above all,— To thine own-self be true;
And it must follow, as the night the day,
Thou canst not then be false to any man."

The bard of Avon is stronger in expression than Mr. Brown, but is not more thorough in his knowledge of the advantages of being well dressed. Mr. Brown knows that being well dressed not only helps to secure the attention and respect of others, but adds to self-respect. He believes in dress and is always so well appareled that his clothes are only noticeable to the extent that he is a well dressed man. At all times his linen is faultlessly clean.

His faculty for detail has no stronger illustration than his insistence that the men who represent the company shall be at all times scrupulously clean in person and well dressed. He considers it a reflection on the company for the salesman, wherever he may be, not to reflect in his conduct and personal appearance the thoroughness of the house.

In a small leather-bound booklet inscribed, "Rules for Salesmen," are the following words relative to dress and person: "Wash your hands and face often, shave every day; wear good clothes, a fine fitting pair of shoes, and keep them shined; wear the best hat made, and get a new one twice a year."

Lord Barrington, says: "Dress has a moral effect

on the conduct of mankind. Let any gentleman find himself with dirty boots, soiled linen, and neck-cloth, and a general negligence of dress he will in all probability find a corresponding disposition of negligence of address and conduct."

Mr. Brown is not a crank about dress but he knows, by experience and observation, that a man gets along better, other things being equal, if he is well dressed and tries, through the force of his example and precept, to bring those associated with him up to his ideals.

One of the traveling men was not succeeding. Discussing the matter, he said, "What can be the trouble with that man? It must be his clothes, I have noticed he always looks shabbily dressed." "Wire him to come in, and have him go to my tailor, and order two good suits of clothes, and send the bill to me!"

Mr. Brown's further attention to detail is shown in the booklet, inscribed, "Rules for Salesmen."

"Make your letters brief and to the point."

"Don't waste time talking to competitors."

"Always leave a clean duplicate of the orders you take, with your customer."

"DON'T MISREPRESENT ANYTHING."

"NEVER CUT PRICES."

"If you have time, help your customer. Whatever helps him helps you."

"Be friendly and courteous at all times."

"Go to church at least once every Sunday and contribute half a dollar to the service."

"Where there is a will, there is a way."

"There is failure only, in no longer trying."

"The power that comes from trying, is worth more than the effort."

"Work your territory like a garden, keeping all the weeds out, and sending us a big crop of sales.

"Be thorough in everything you do. Thorough men are scarce and quickly find their way to the front."

"Pay as you go and do not spend all you make; you will never amount to anything if you do."

These clean cut sentences stand out boldly in the little book, each having plenty of room. In addition there are many other things in the booklet that show a study of detail and the necessity of attention to little things which the average man thinks useless."

Attention to detail has been the ladder on which most men have climbed to success. It was a marked characteristic of Napoleon, Washington, Wellington, Von Moltke, and many other men who have reached eminence. Attention to detail, little things studied and practiced, have helped to make the salesmen representing the company of which Mr. Brown is the head, one of the most representative bodies of men in the United States. From these ranks he has drawn his lieutenants who have so ably aided him in building up the greatest and most thoroughly organized shoe business on earth.

CHAPTER XIX.

BOSTON BAKED BEANS.

In 1900 one of the directors of the company retired, and Mr. Brown brought into use his field-glass in search of a man to fill the vacant place, the duties of which included the purchasing of shoes made in the East. In his survey his eye rested on one of the most successful salesmen on the road. One who had built up a large trade and established a good home in the midst of it. Fourteen years before, this man had resigned the management of the clothing department of a large retail store in the South to take a place on the road for the company. Mr. Brown encouraged him to buy stock and furnished him the money with which to buy. The increase in value of this stock, with its dividends, and the proceeds of his well-directed efforts as salesman, have secured to him a fortune of more than $500,000.

He was elected director, with the duties of buyer. In the summer of 1900 he received a telegram from Mr. Brown, then in Granville, N. Y., with request to get invoice of stock and meet him in Boston. He was modest in measuring his capacity as a buyer of shoes and insisted that one of the men, who had been longer in the house, and had more experience,

should go with him. The other directors agreed that it would be to the interest of the business to comply with his request.

The two men reached Boston in advance of Mr. Brown and went to the station to meet him. It was a hot day in August and they expected to take a carriage to the hotel, but Mr. Brown said, "Let us walk." They insisted on carrying his two grips. They walked on the sunny side of the street and when they reached the hotel two of the three were strongly of the opinion that Boston was the hottest, Brown's grips the heaviest, and the distance to the hotel the longest. Going to their rooms, which were adjoining, Mr. Brown asked what they paid for them, saying, "I will try and get one just like them." He asked if they had a Bible in the room, finding none, he called for the clerk and requested him to bring a Bible and keep it in the room. He read a chapter, and kneeling, offered one of his characteristic prayers, praying specially for the two men. He obtained a promise, of the new buyer to read a chapter every day to his assistant. This promise was kept during the month of their stay in Boston. On one occasion the reader, having forgotten, arose from his bed and performed the task. One evening the party of three was taking dinner at the Turaine Hotel. The assistant buyer, having heard of the famous Boston baked beans, concluded to try them. The beans did not take kindly to the new acquaintance and were so demonstrative of their dislike that he was quite ill all night. Mr. Brown called the

next morning at seven-thirty, on his way to breakfast, but the man who was wrestling with the beans did not follow. Mr. Brown soon came back for him and was told of the trouble with the beans. He read a chapter, and followed with prayer, saying, "O Lord, Horace ate pork and beans last night and could not keep them down. I have been coming here a long time and eating them, they never made me sick. I never smoke."

The wisdom of Mr. Brown's choice of buyer has been demonstrated by the rapidly developed capacity of his selection. Their own factories are crowding out Eastern made shoes, the percentage of purchase of them being reduced to less than fifteen percent, and it really requires greater skill in buying than when the volume of Eastern made goods sold was so large that a mistake in purchase would soon disappear in the enormous sales.

The man whom the beans disliked is now one of the directors of the company and fills one of its most important executive positions. In 1872, when twelve years old, he worked in the office during school vacation for the princely salary of three dollars per week; three years later he secured a permanent position at thirty a month. In another three years he became a house salesman, and at the age of twenty went on the road. His success can be appreciated when one realizes that his income is now $25,000 a year.

In 1879 a young salesman, who had a fine connection with one of the leading shoe manufacturing firms of the East, and was doing a good business, began

to feel the effect of a new force of resistance in his battle for trade. This force was the rising young shoe house of St. Louis. They were not only making prices that gave him trouble, but sending out good shoes and shipping them promptly. He saw the handwriting on the wall, and his interpretation of the words told him he must make the base of his supplies nearer to his customers if he would hold their trade. At the age of twenty-three he severed his connection with Boston, hitching his chariot to a St. Louis star. He had saved no money and had given little thought to doing so. A few weeks after engaging with Mr. Brown he received from him a stimulating letter in which were the words, "Make up your mind to make your mark in St. Louis!" This motto, ringing in his ears, gave to his mind a purpose. Mr. Brown became a strong influence in his life, incited him to work and to save, and when he began to show industry and thrift, extended to him his helping hand. He is now a director in the company, manager of one of its most important departments, the possessor of a princely fortune, and enjoys the comforts of his own elegant home in one of the exclusive residence places of St. Louis.

Mr. Brown has the faculty of drawing the best out of men, and wisely anchoring to his business men who succeed. He realizes that his future success depends very largely on the prosperity of his business associates. His prudence makes merit the only consideration in giving employment and advancing men. His own son, when through school, went to work handling boxes and worked his way

up, just as others did. He won his spurs on merit alone, and when the man in charge of Tennessee was called in to superintend a factory the son became his successor, because he was the best qualified available man for the place.

An active young man who had been selling, with great success, a special line of shoes in a territory covering several Southern states, was requested to call on Mr. Brown, who offered him a place to travel for him in one of the Northern states. This offer he declined saying, "My trade is in the south." He finally made a contract to travel in a Southern state. The first year he increased the trade of the company in that state from $84,00 to $125,000 and the second year to $186,000. In January, 1904, he was chosen superintendent of one of the factories at a salary of $5,000 a year. The first two years he turned $78,000 into the profit account. I asked Mr. Brown why he selected this young man for superintendent. Said he, "Because he was a good salesman and industrious." He had saved several thousand dollars, but in his new place he entered an atmosphere of thrift that stimulated him to greater endeavor, and under the magic wand of Mr. Brown, he has increased his fortune, in four short years, to many thousands. He soon realized that results were what Mr. Brown wanted, that he was expected to show dividends. After turning over the keys of the factory to the new superintendent, Mr. Brown, in one of the weekly meetings, said, "If Harry will make good dividends he will have lots of friends."

In 1886 a young man who had just completed his course in the high school came to St. Louis and secured a place with Mr. Brown as stock clerk at a salary of thirty-five dollars per month. He swept the floor, handled the shoe boxes, and kept the stock in order. After he had been in the store some six or eight months Mr. Brown, when making his memoranda for purchase, would ask him how certain lines were moving, how many in stock, how many he thought they would need, and what sizes, etc. With his usual tact he put this young man on his mettle, giving him to understand that he must work with his head as well as his hands, that he was a factor in the business, and was expected to do his part in the work of its progress. The second year he was advanced to the mail order department. He had caught the spirit of his chief, whose keen and observing mind was not slow to recognize the young man's worth. He was gradually advanced to the order department, of which he is manager and general salesman. His duties now require a number of assistants. He was encouraged and helped by Mr. Brown in purchasing stock. He now has a good fortune with a large income.

Nothing gives Mr. Brown so much pleasure as helping forward young men who catch the spirit of thrift. Scores of them have fortunes of several hundred thousand dollars resultant from ingrafting into their lives his spirit and methods, and being stirred by the force of his life.

READING OF THE WEEKLY LETTER, IN THE DIRECTORS' ROOM, ON THE NINTH FLOOR, EVERY FRIDAY.

CHAPTER XX.

THE WEEKLY LETTER.

On Friday of each week at 1:30 p. m. sharp, the directors, superintendents of the factories, heads of departments, and salesmen, if in the city, assemble in the directors room on the ninth floor of the store. Here every feature of the business is scanned. If a weak spot is found, the search-light of every mind is thrown upon it and every brain is taxed to strengthen the weak point. Here the heads of departments meet, and in exchange of ideas the viewpoint of each one is broadened, and his vision being extended beyond the narrow limits of his own sphere, he grasps the broad sweep of the work in hand.

Here the brightest and strongest minds connected with the corporation meet, and the discussions evoked by questions arising strike the fire in each one, and bring out the best that is in him. When men who are aflame with one intense purpose meet, they strike fire from soul to soul and help one another in climbing to the mountain top of their endeavor. Momentum comes with organized numbers and in these meetings are kindled fresh enthusiasm, higher purpose, greater power. This multiplied strength of numbers, here stimulated to unite on a purpose, gives the great business a momentum that

overcomes every obstacle that crosses the path of its progress.

It is in separation we lose power. Lifeless tapers, heaped close together, will kindle one another, and a flame will sparkle beneath the white ashes; fling them apart, they go out; rake them together they glow.

The company of shoe men marshalled under the leadership of Mr. Brown are not little feeble tapers stuck in separate sockets, twinkling a struggling ray over a little individual space, but a great organized force that shines with enthusiasm, that glows with united purpose.

At these meetings the genius of Mr. Brown is apparent. If he thinks some policy is wrong and needs correction, he adroitly draws out the views of the different men in the council, finds those who are for and against, and in a tactful way gets them to battling. He takes but little part. When the matter has been threshed out thoroughly he helps to bring about a decision. Although a man of purpose, his mind is receptive, ready, and alert to absorb the best that comes to it, even if in doing so he destroys a pet ideal. In laying his plans before the meeting he encourages criticism, he wants them sifted, every weak point eliminated, and if possible a better substituted.

At these meetings the weekly letter is read and discussed, the letter which goes to all the salesmen throughout the United States. It contains all the secrets of the company. Also a review of the busi-

ness of the past week. It includes the complaints and the words of commendation and encouragement. It suggests changes and advances new ideas; it takes up questions that confront them, and suggests ways for meeting difficulties, present and future. This frank, open and above-board way of writing to the salesmen, secures their hearty co-operation and confidence, and is a source of power. All the strength of these meetings is not represented by those present, but the best ideas that can be garnered by the salesmen in all parts of the country come in letters before the meeting. The suggestions are sifted, the pearls appropriated, and become an asset of the company.

The weekly letter of December 8, 1905, reads, "Nothing great was ever achieved without enthusiasm." This is followed by a brief paragraph of congratulations on past business, coupled with a bright picture for the future. "The money for the tremendous crop will go to the country, and the people will wear better shoes and warmer clothing than ever before, and more of them. With $500,000 gain in advance orders over last year, is there any reason why, with the shoes we have, the organization to sell them, and the enthusiasm which prevails, we should not reach $12,000,000 the coming year ?"

"TWELVE MILLION IS THE CRY FOR 1906."

'What do we want? We wish each salesman to write letters to the superintendents of the different factories, giving his best ideas and suggestions on

the new fall line. We do not want a single exception. These letters will be read, and carefully read, and the best will be extracted from them and introduced into our new fall line. You gentlemen are in the field, coming into competition with the best lines in the United States, seeing what other people are doing every day, and how they are doing it. We want you to convey the best you see and hear to the company. We expect every man to write these letters. You are all stockholders, you are the company on the ground. Keep wide awake in looking after your own interest."

With the best things these alert minds can originate and glean from all parts of the country, it is not surprising that they meet the demands of an exacting public.

CHAPTER XXI.

GOOD CHEER.

When taking lunch one day at the Mercantile Club with one of the directors, they discussed a certain shoe which had recently been put on the market by an Eastern firm. When through lunch Mr. Brown gave his son, Alanson Jr., a lad of twelve, some money, and told him to go to the Famous and get a pair of the shoes and bring them to the store. The boy had other plans, and started on the errand with a gloomy frown. His father called to him, "Alanson, if you see any smiles down there, you buy one."

Ella Wheeler Wilcox says, "Laugh, and the world laughs with you, Weep, and you weep alone." Good cheer discerns the good and creates an atmosphere of good will. It sees glory in the grass, the sunshine, and the flowers; it encourages joyous thoughts, and lives in an atmosphere of hope; it blesses its possessor and scatters sunshine in the hearts of others. Even sorrows to the man of good cheer are linked with joys and his very tears are sweet.

Mr. Brown has not a morose spirit that requires the companionship of others, social excitement, or jest to produce a smile, but a spirit of cheerfulness that is permanent. One that is joyous with gratitude and deep appreciation of God's blessings.

Cheerfulness is an excellent wearing quality. It has been called the bright weather of the heart. It gives harmony to the soul and is a perpetual song without words. One is scarcely sensible to fatigue when marching to the step of music. The very stars are said to make harmony as they revolve in their spheres. To be permanently useful a man must carry a spirit of sunshine, grateful with gladness, beautiful because bright.

Good cheer is a promoter of health. Addison says, "Health and cheerfulness mutually beget each other, we seldom meet a great degree of health that is not attended with a certain cheerfulness."

Cheerfulness conduces to happiness and secures universal favor and good will. A cheerful temper makes beauty attractive, knowledge delightful, and wit good natured. Smiles says, "Cheerfulness and diligence are nine-tenths of wisdom."

Large comprehensive natures are generally cheerful, hopeful, trustful. The wise man of large vision discerns the sunshine gleaming through the darkest clouds. Without cheerfulness the sunshine of life is not felt, flowers bloom in vain, the marvels of heaven and earth are not seen or acknowledged, and all nature is but a dreary blank.

While cheerfulness is a great source of profit in business, and enjoyment in life, it is also a safeguard of character. A writer on "how to overcome temptation," says, "Cheerfulness is the first thing, cheerfulness is the second, and cheerfulness is the third." Cheerfulness furnishes the best soil for the

growth of virtue. It gives brightness of heart and elasticity of spirit. It was Jesus who said, "Be of good cheer."

CHAPTER XXII.

FRUGAL THRIFT.

When Mr. Brown was a lad his habits of frugal thrift were pronounced. He was working in the field with a hired man, who frequently indulged in a spree, and had just sobered up from a debauch to realize that all his cash was gone. He said to young Brown, "*You* will never be a drunkard, you are too tight." The principles of religion and morals had been instilled into young Brown by his parents and these are mighty allies of economy. Vice costs more than virtue. Beyond what is necessary for bodily needs every dollar spent for the body is derogatory to manhood. When a young man's morals and frugal spirit close his purse strings to expenditures for whiskey and tobacco, he has a possession which enables him to laugh at the witty jests of the dissolute hired man. Besides, the spirit that enforces economy as to self-indulgence by its restraint of destroying passions helps to success by helping to health. "Righteousness tendeth to life."

The essence of thrift consists in getting things into higher values. It is forethought, a process of saving for future use; it involves judicious spending. Without thrift a man cannot be generous; he cannot take part in the charitable work of the world. If

he spends all he earns, he cannot help others. The spendthrift is sometimes called generous by the unthinking. But the man who is not thrifty and keenly alive to his business interests, or who indulges in extravagance and profligacy, rarely has either means or disposition to be generous. It was frugal thrift that enabled Elihu Yale, John Harvard, Nicoholas Brown, Stephen Girard, Peter Cooper, George Peabody, Ezra Cornell, and men of that class to do deeds that placed their names high in the list of the noble of earth.

Frugal thrift fosters virtue and antagonizes vice. It makes soil and atmosphere for healthy growth, and waters the tree of manhood. The men who, by honest thrift, get away from poverty, increase their usefulness and are stronger, better men, other things being equal. Burns makes the prelate write to his young friend,

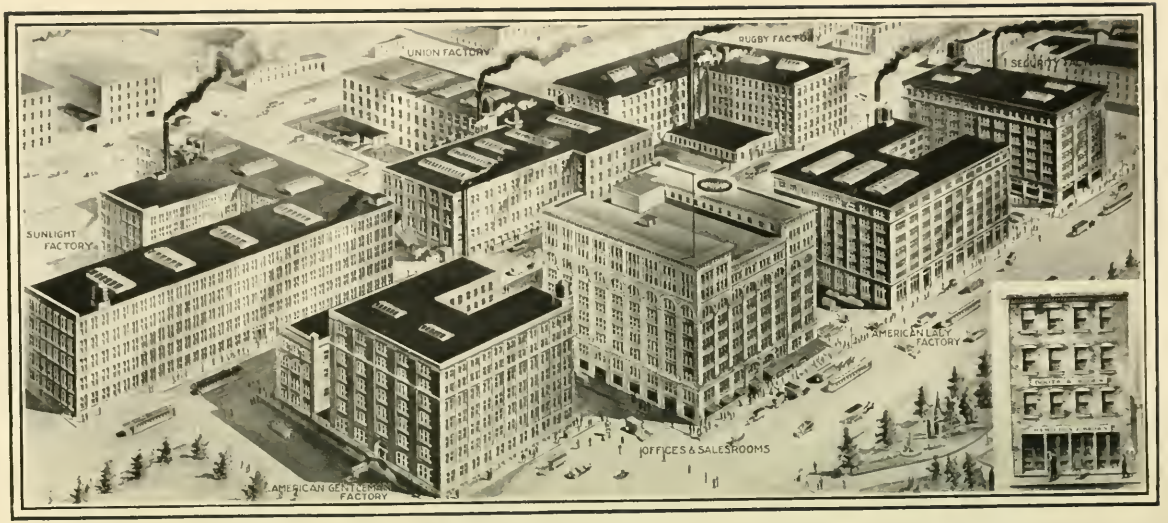
> "To catch Dame Fortune's golden smile
> Assidous wait upon her;
> And gather gear by ev'ry wile
> That's justified by honor;
> Not for to hide it in a hedge,
> Nor for a train attendant,
> But for the glorious privilege
> Of being independent."

It is impossible for us to be our full self without money in our purse. It not only gives independence that is necessary to success, but it commands the respect and services of others. If we have one dollar in our pocket, the world is our slave and will do our

bidding to the extent of that dollar. The man who by honest thrift accumulates money, is better able to improve and cultivate his mind, care for his body, and do good to his fellowman.

In the twentieth century, other things being equal, the men of substance are the stronger forces in the progress of the world. The building of houses, of mills, bridges, railroads, steamships, telegraph, and telephone systems, and other great things that are conducive to civilization, have been done by the frugal and thrifty. The laws of nature have made it so.

There is no chance in thrift, its central idea is order. Speculation makes the few rich and the many poor. Thrift divides the prizes of life among those who deserve them. Mr. Brown has not built up his fortune by speculation. His actions in getting have been on the noble lines of frugal thrift, free from parsimony.



PLANT, 1906.

FIRST STORE, 1872.

CHAPTER XXIII.

CLEAN AND CHASTE.

The continued growth of the business led its sagacious leader to forecast the future and prepare for expansion. In none of his important moves is there a finer illustration of his judgment than in the purchase of the southeast corner of Twelfth and Washington avenue for a distributing center. He erected on this corner one of the most perfectly appointed store buildings in the United States, and to this place the company moved January 1, 1899.

The business had grown to such magnitude that, to the average man, it would have brought physical collapse; but Mr. Brown had developed with the enterprise and, while he has none of the egotism which makes small men ridiculous, he possesses that consciousness of power which, in men of high order, is prophetic of success.

The business has expanded from two floors of a small store twenty five by forty feet, all the work being done by less than a dozen men, to this immense store and six large factories which require the labor of five thousand people, and machinery which does the work of more than a hundred thousand pairs of human hands. But Mr. Brown has laid the foundation so solidly, and so thoroughly ingrafted his spirit

and methods into his lieutenants and employees, that the great business moves forward with clock-work precision, and is apparently less burden to him than when in the little store at 106 Locust street.

Sydney Smith said, "Daniel Webster was a steam engine in breeches." This description fits Mr. Brown, yet he preserves his poise, holds his immense interests calmly in hand, and withal is so rigid and respectful in the treatment of his body that it readily responds to the activities of his mind.

Mr. Brown in a tactful way urges his associates to take proper care of the body, and his life is in harmony with what he advocates in others. That which he enjoins others to do, he does; what he advises others to become, he is. He is essentially practical. His life is a living demonstration of what he thinks is right and best. He gives himself to his ideal and makes his ideal his life purpose. He believes that with proper care the body will be a perfect instrument and perfectly perform its every function. He scrupulously uses the means of maintaining a good physique. He often refers to and keeps the maxim of John Wesley, "Cleanliness is indeed next to Godliness." He puts his body in perfect trim before leaving his room in the morning. What he eats is not governed by the variety of tempting viands placed before him, but by that which is most conducive to the physical man. As a result of self control, he goes to his business with the buoyancy of glowing health and a face beaming with cheer and content.

Mr. Brown not only advocates keeping the body

clean with water, but chaste in purity. False modesty does not stop his straightforward practical tongue from earnestly urging personal purity in the lives of the men associated with him.

Purity in thought and life is essential to greatness, and this virtue is so important to society and business, that the wise pagan, as well as the Christian, makes it an axiom in his teaching. A man should be as clean inwardly, as a perfect gentleman seeks to be outwardly. One's aim in life should not only be to correct commercial, educational, and social mistakes, but to eradicate all unclean thoughts and actions. This Mr. Brown believes can be done by taking Jesus for a partner. He believes that personal purity lies at the very foundation of success; that a gentleman will keep his heart pure; that purity is an unmistakable sign of character.

Purity attracts, it wins, it ennobles. It is more important that a man be clean within than without. The influences that make for right living and noble manhood do not dwell with impure souls nor keep company with base thoughts or low motives.

A man must cherish purity if he would be filled with the forces that make for true success. No equipment will help more in achieving than cleanliness in thought and deed. Impurity robs us of strength and courage. Why should a man do that which robs him of God-given strength? Why should he indulge in impure desires and go through life shorn of physical strength and moral courage?

The Bible injunction, "Keep thyself pure," is the best plank in the business platform.

CHAPTER XXIV.

ELEMENTS THAT MAKE FOR TRUE SUCCESS.

I addressed the following letter to a number of personal friends:

DELMAR STUDY, ST. LOUIS, JAN. 24, '06.

MY DEAR SIR:

I am preparing for the press a volume, the purpose of which is to stimulate men, especially young men, to greater endeavor for achieving success in its broadest, and best sense.

I should like an expression as to the elements that make for true success from a few leading men whose experience entitles them to speak, and whose success will give weight to what they say.

Will you kindly write in answer to this request?

Sincerely yours,

JOHN T. M. JOHNSTON.

The following replies were received in answer to the above letter:

Hon. F. M. Cockrell, thirty years United States Senator:

Heed conscience ever present to approve the right and condemn the wrong.

Be honest, truthful, industrious, persevering, and laudably ambitious to excel in every work, however insignificant, or important.

Maintain unswerving faith in the wisdom of the policy and practice of doing right.

Dr. W. H. P. Faunce, President Brown University, Providence, R. I. :

The secret of success lies not in extraordinary ability, which comparatively few can possess, but in the simple homely qualities which all may possess if they will. Courage, patience, accuracy, diligence, and worth.

Better a pound of fidelity than a ton of genius. Better a little star that shines steadily than a shower of meteors that flash and disappear.

Samuel Cupples, Merchant and Philanthropist, St. Louis:

Care in selecting associates. Having determined upon a vocation in life, enter upon it with the determination to make it a success.

Be honest and truthful in all dealings, and recognize one's obligation to God and fellow-man.

Festus J. Wade, Pres. Mercantile Trust Company, St. Louis:

First, Love of God; second, Self-respect; third, Love of family; fourth, Rugged honesty; fifth, Total abstinence; sixth, Tireless energy.

John Wanamaker, Merchant, Philadelphia:

The best furnishings for a successful life are such as can be carried in the brain — with something in the eyes and fingers—rather than a large inheritance in money and lands.

Hon. Champ Clark, Member of Congress:

In my judgment the only success worth counting in this life comes from courage, industry, honesty of purpose, honesty of deed, and a determination not only to help one's self, but to help all God's children.

Albert J. Beveridge, U. S. Senator.

"There is no magic but merit."

Murray Carleton, Pres. Carleton, Drygoods Company, St. Louis:

Possessing intrinsic worth, neither fortune nor success in life is denied the young man of average ability who has capacity for hard work; the courage to live within his means; and an honest desire to excel in the discharge of duty.

L. C. Burnes, Pres. Burnes National Bank, St. Joseph:

A resolute purpose, a definite plan of action, and working out the plan. These count for success in professional, and business affairs, as well as in social, and religious life.

Hon. Albert Spicer, Member Parliament, London:

Purpose, system, true to God, to self and to all men.

Paul Brown, Vice President Mercantile Trust Company, St. Louis:

The first plank in the platform of true success, is "Honor." If a young man starts on the platform of honor, every deal he makes will advertise him.

The second plank, "Industry." He must be industrious to make headway, and one of the best ways to advertise his industry is by cleanliness.

The third, "Economy." He must be economical without being penurious.

Take a young man of good health and let him stand on the platform of honor, industry, and economy. He will succeed.

John E. Franklin, Capitalist and Banker, Fredericktown, Mo.:

Honesty, industry, a definite purpose in life; an eye to see and a courage to seize opportunity.

E. P. Melson, Pres. Missouri State Life Insurance Company, St. Louis:

A love for God and man. Habits, conducive to health,

happiness and longevity coupled with constant well directed efforts concentrated on a given purpose, with a determination to succeed, will enable the possessor to do anything in the bounds of reason.

E. W. Stephens Publisher and Journalist, Columbia, Mo.:

Hard work, decision, originality, punctuality, concentration, system, persistence, tact, integrity, judgment, self-control, purpose, faithful devotion to every duty, love of God and love of man — all these are essential to highest success.

Tom Randolph, Pres. Commonwealth Trust Company, St. Louis:

Keep your shield of honor bright. Stick to it and do not be afraid of work. Use common "black land sense" and remember that, "To him who is determined it remains but to act."

The young man who reaches his business first in the morning and is the last to leave, and never leaves "his axe in the air" other things being equal is surest of promotion.

If expressed in one word I should say, "stick-to-itiveness."

L. S. Parker, Capitalist (retired shoe manufacturer), Jefferson City:

The Basal elements of true success are, a spirit of reverence for God, habits of temperance and industry, and a constant ambition to excel.

If a manufacturer, first, let him thoroughly acquaint himself with the business, not only in general outline, but in detail; second, determine to make good goods, the reputation of which will be cumulative as the years go by; third, give his affairs his individual, personal attention; fourth, while at all times reasonably conservative, be on the alert to take advantage of opportunities for enlarging the business; fifth, look well to the character of the assistants with whom he surrounds himself; sixth, guard against waste.

If the last quoted man had made a study of Mr.

Brown he could not have drawn a more perfect portrait. He is the living embodiment of every suggestion made by Mr. Parker. Mr. Brown's life emphasizes every essential mentioned by these men, whose characters and success entitle them to be heard. Their very names are synonyms for success, in its highest, and best sense.

Industry though not mentioned by all, is implied in the words of each. Industry is so strongly emphasized in the life of A. D. Brown, that it has been a matter of comment since he was a schoolboy. The following letter was received from his last school teacher:

North Granville, N. Y., November 16, 1905.

Dr. John T. M. Johnston,

Dear Sir:—

In answer to your request for my recollections of A. D. Brown, I well remember him in the early sixties as one of my pupils.

He was fortunate in three generations of his ancestry on both sides. They were noted for being among the best families of the county, intellectually, morally, and religiously.

While in my academy he behaved well. My standing rule of behavior was "Do unto others, as you would have others do unto you." He easily obeyed this rule.

I remember him as very industrious, and fond of mental arithmetic. Was excellent in his recitations, exceptionally so for a boy of sixteen.

I met Mr. Kincaid with whom Alanson engaged as clerk soon after leaving my school. Speaking of him he said, "He was remarkably industrious, faithful, and honest. I never saw a better boy."

Yours truly,

Charles L. Mason.

Professor Mason is a retired educator, now eighty years old, yet remarkably well preserved physically, with a mind as clear as at any period of his life.

In the language of one of his business associates, "Mr. Brown is so industrious that a drone can't live with him." Work creates a contagion, and in such an atmosphere the weak develop strength and the strong are made stronger. In passing through one of Mr. Brown's factories, I said, "They are as busy as bees." He replied, "There is so much animal in us we have to keep busy to keep out of devilment." Idleness is apt to throw one into the company of those who spend their time in the pursuit of unwholesome and demoralizing diversions. Work develops the good in man, idleness the evil; work sharpens the faculties in man, and makes him thrifty; idleness makes him lazy and a spendthrift.

There is no truer saying than, "An idle brain is the devil's work shop." Goethe says, "Nature knows no pause and attaches a curse upon all inaction." Sir. Walter Scott, writing to his son at school said: "I cannot too much impress upon your mind that labor is a condition that God has imposed upon us in every relation of life; there is nothing worth having that can be had without it. As for knowledge, it can no more be planted in the human mind without labor, than a field of wheat can be produced without the plow. If we neglect our spring, our summer will be useless and contemptible, our harvest will be chaff, and the winter of our old age, unrespected and desolate."

Epes Sargent says: "A rich man who did not think it respectable to bring up his children to work has just heard from his three sons. One is a driver on the towpath of a canal, another has been arrested as a vagrant, and the third has gone to a certain institution to learn to hammer stone under a keeper."

No greater misfortune can befall a young man in the prime and vigor of life, than to be exempt from life's burdens and duties, and allowed to eat the bread earned by the sweat of another's brow. The man who does nothing to add to the treasures of the world, becomes a curse to himself, his family, and friends.

One of England's old laws reads: "If a man be endicted for wandering, idleness, or loitering, and found guilty, he shall have judgment to suffer pains and execution of death as a felon and as an enemy of the commonwealth." Idleness was also a punishable crime in Athens. Her citizens were not only compelled to industry, but to the utmost exertion of their talents.

Lord Chesterfield wrote his son, "I look upon idleness as a sort of suicide, for by it the man is effectively destroyed, although the appetite of the brute may survive."

It is better to carry a hod or wield a shovel in some honest endeavor to be of use in the world's work, than to be nursed in luxury. The man who inducts into his children habits of industry bestows upon them a far richer heritage than that of a fortune in money and lands.

The myriad minded Shakespeare, who opened the

secrets of the heart and gave to the world its richest legacy of literature, makes industry the parent of honor:

"Shortly his fortune shall be lifted higher;
True industry doth kindle honour's fire."

Versatile Ben Jonson writes:

"Virtue though chained to earth, will still live free,
All, hell itself must yield to industry."

And our own sweet Alice Cary says,

"Work, and your house shall be duly fed;
Work and rest shall be won;
I hold, that man had better be dead
Than alive when his work is done."

Carlyle declares that, "Modern majesty consists in work. What a man can do is his greatest ornament, and he always consults his dignity by doing it."

The life of A. D. Brown does its greatest good for humanity through the force of his example of untiring industry and opening opportunities to others. In no observations of him was I so impressed with the magnitude of his uplift, as when I spent a day going through his great factories, where I saw five thousand pairs of busy hands all directed by a cheerful spirit that seemed to say:

"Employment, Employment,
Oh, that is enjoyment;
There's nothing like something to do,
Good heart occupation
Is health and salvation —
A secret that's known to but few."

CHAPTER XXV.

IMPORT DUTY ON HIDES.

In November, 1905, a committee of leading shoe men of the United States met in Washington to counsel with one another, and confer with the President, regarding the import duty on hides. I quote from a report of the meeting:

"*A. D. Brown compliments the President, on his endeavor to give all a square deal.*"

" At the conclusion of Mr. Ford's remarks, Governor Douglas presented Mr. A. D. Brown of St. Louis, who addressed the President as follows:

" Mr. President,—If hides are allowed to come into the United States, free of duty, the poor soles that are now being put on shoes can be made better. The first part of a shoe, usually, to give out is the sole.

"We have about five thousand people making shoes, turning out thirty thousand pairs a day; working on the co-operative plan, leaving their savings with us, on which they receive 6 per cent. interest. They now have on deposit $150,000.

" I have read your biography written by Armstrong, introduction by Joseph Wheeler. It has put new life and fiber into my veins. I would that every man, woman, and child could read it.

"Missouri once had little faith. She now has the

faith in the President that removes mountains. We have faith in you, that you will give us all a square deal. That your life may be spared to your family, to the American people, and the whole world, ought to be the prayer of every American citizen."

Said the President, "Do I understand you to say your business is conducted on the co-operative plan?"

"To a certain extent," replied Mr. Brown. "We have one hundred and ninety of our employees interested with us."

"I will thank you," said the President, "if you will be so kind as to send me a paper giving me such details as you can on the subject."

In compliance with this request Mr. Brown wrote:

St. Louis, U. S. A., November 22, 1905.

Hon. Theodore Roosevelt,
President of the United States,
Washington, D. C.

Dear Sir:

When I called on you November 15, as a member of the committee of shoe men, to confer with you relative to the import duty on hides, you requested me to write you of our co-operative plan of doing business.

Thirty-four years ago, with a capital of $23,000, two of us started in business. We were told, that being in a cotton district, we could not sell for cash; that in St. Louis all shoes were sold on four and six months' time. We, however, established on the cash basis, and as our business grew, began sharing the profits with our most efficient men, the number being gradually increased until now there are one hundred and ninety associated in our work.

When one withdraws from the activities of the business, we endeavor to secure his stock for some one of merit who is actively engaged with us. So closely have we adhered to this

plan, that none of our stock is held outside of the active workers except in the case of four widows, whom we allow to retain the stock of their deceased husbands, and two orphan boys whose fathers worked for us.

We consider eternal vigilance the price of safety in business; and as the company grows, watchfulness, in a concentrative way, becomes more and more essential to profit making.

We try to select employees with good habits, and the air about our place is so infected with thrift, that young men coming with us are soon imbued with it, if they do not already possess it. We know of no one who has left our company without more money than when he came.

Every one connected with us is impressed with the importance of meeting engagements on time, that it is better to be five minutes ahead of time than five seconds late.

These are the chief features that have made us a company of $2,500,000 capital stock, running six factories, making the shoes we formerly bought in Massachusetts. We employ five thousand people with a pay-roll of $42,000 a week, sapping the trade of the country, extending a thousand miles in every direction from St. Louis.

The recent government report shows that in 1905 St. Louis made a gain in the manufacture of shoes of one hundred and thirty-one per cent, over 1900.

With assurance that I feel greatly honored, and highly appreciate the interest you manifest in our business,

I remain very respectfully,

A. D. Brown.

In reply the President wrote:

The White House,
Washington.

Personal. November 24, 1905.

Dear Mr. Brown:

I have your letter of the 22d. It is most interesting, and I am particularly obliged to you for writing me of the plan on which you conduct your business. How I wish enough of our

successful business men would copy that type of work; no small part of our industrial troubles would disappear as a result.

Sincerely yours,

Theodore Roosevelt

MR. A. D. BROWN,
Hamilton-Brown Shoe Co.,
St. Louis, Missouri.

ST. LOUIS, November 28, 1905.

MY DEAR SIR:

Your esteemed letter of the 24th inst., received on yesterday. I handed it to one of our directors, who read it to the board. They all unite with me in thanking you for your good words respecting our industry.

Your painstaking thoughtfulness, in the interest of the American people, has made them a unit in love for you.

For several months the idea has been running in my mind that you are working on the plan laid down by our Master in the 17th chapter of John, part of the 19th verse, viz: "For their sakes, I sanctify myself." Judging from the way you are serving the people, I believe these words are specially fitting to you.

Gladstone, when near the end of his rich life, was asked for the secret of his success with men and measures. He replied, "I can answer in one word, 'Concentration.'" My prayer is that you, Mr. President, may be blest with this power of concentration, for the good of the people in this life and that which is to come.

Sincerely yours,

A. D. BROWN.

HON. THEODORE ROOSEVELT,
President of the United States,
The White House, Washington, D. C.

On the diary of Garfield was found this entry made on the day he heard Spurgeon preach in the Metro-

politan Tabernacle, London, "God bless Spurgeon, he is helping to work out the problems of civil and religious freedom for England in a way he knows not of."

The industrial problem is the gravest one that confronts the American people to-day. After a study of conditions and a close observation of Mr. Brown's spirit and methods, I believe with the President, that if the successfull business men will copy his type of work the industrial troubles will largely disappear. Mr. Brown is helping to work out these problems in a way he knows not of.

The correspondence with the President did not sidetrack the purpose of Mr. Brown in trying to secure the removal of the tariff on hides. In his weekly letter of December 15, he writes: "We must have the duty off of hides. We are sending you letters and petitions which explain themselves, also sending one each to the trade through our general correspondence. There is no reason for the duty on hides.

There are but two reasons for a tariff, one to raise revenue, the other to protect an infant industry. The tariff on hides is not intended for revenue, and slight investigation will show that the infant it protects has grown to a lusty giant.

"The hide business of the country is now in a few hands, not more than a half dozen concerns being considerably benefited by it.

"We want you to interest every merchant in getting this duty off of hides. Have them write to their Congressmen and Senators, and also have the petition signed at their stores by their customers.

"The cattlemen receive scarcely a cent more for cattle by reason of the hide that is on them. Stir this matter up with every merchant and keep it red hot till we get the duty off of hides."

The basis of our protective tariff is the upbuilding of the industries of this country. It has long been felt by a large portion of the general public that the policy was more in the interest of eastern manufacturers, and those who are a part of that aggressive industrial population than the people throughout the United States.

Previous to 1842 hides were admitted free of duty; the following thirty years they were subject to a duty of 4 per cent. to 10 per cent. In 1872 they were placed on the free list. In 1890 the great champion of the protective tariff, William McKinley, whose memory is dear to every American, had incorporated in his tariff measure a duty on hides. The plumed knight, James G. Blaine, raised his voice against the clause applying to hides so effectively that it was eliminated with the hearty approval of Mr. McKinley.

In 1897 during the administration of President McKinley it was deemed wise for political reasons, to extend the idea of protection and include within its alluring grasp the farmer and cattle raiser of the west, so the famous Dingley tariff bill carried in its wide embrace a duty of 15 per cent on hides.

Back of this movement were the packers, who under the guise of giving the western cattle men more money for the hides on the cattle they raise, really secured a subsidy from the government which has

not only proved of no value to the farmer and cattle raiser, but has been an absurd contribution by the general public to five or six packing corporations.

The purpose of a protective tariff is to prevent foreign countries from selling their manufactured product in our land. The hide is not a manufactured product; when the tanners were compelled to pay 15 per cent. advolorum duty on hides imported from foreign countries it increased the cost of leather to American manufacturers.

The general public does not know that for the past fifteen years the United States has been tanning a large portion of the leather for the rest of the world, and at this time is buying hides from every nation on the globe.

Since the tariff law imposing a duty on hides has been in force, the American cattle raiser has received no appreciable benefit. On the contrary, he received a lower price for his steers when the packer charged the tanner the highest price for the hides. October 1, 1904, the packers paid the cattle man six dollars and fifty-five cents per cwt. for his choice steers, and sold the tanner the hides at 10¾ cents per pound. October 1, 1905, the packers paid the cattle men six dollars and forty cents per cwt. for the same grade of cattle, and charged the tanners 15 cents per pound for the hides. In 1905 the packers paid the cattle men 15 cents per cwt. less for their steers than in 1904 and charged the tanner 45 per cent. more for the hides. Where is the benefit to the cattle raiser?

When the tanners of the United States, who import millions of hides, tried to sell their leather in foreign countries, they found that the tanners of those countries could buy hides anywhere on earth 15 per cent. cheaper than they could. They appealed to the government for relief. After some delay Congress granted the tanners a 'draw-back' on leather shipped abroad. The government now refunds to the tanner the 15 per cent. on the leather they ship to other countries, and as a result the manufacturers of Europe are buying American leather 15 per cent. cheaper than the manufacturers of the United States.

With our advantages in industrial facilities we are the tanners of the world. Under our present system the foreign shoe maker sends his hides to the United States, has them tanned, and sends the leather to his factory. He thus gets American leather for less than the manufacturers of the United States can buy it, and is enabled through this advantage to keep our shoes out of foreign markets.

With the superior skill and efficiency of our workman and our advanced industrial facilities, the people of the United States will become the shoe makers of the world, if relieved of the handicap on leather, and our exports will change from a few million dollars worth of leather to hundreds of millions of manufactured product.

The people of the world are advancing along all lines, especially in material wealth, and as they advance they use more and better shoes. Give our American shoe makers an equal show, and they will

sell shoes to the people of every nation on earth. It is no wonder that Mr. Brown is working to get the duty off of hides, and that he goes at it in his thorough way. Through the letter he stirs the salesmen; through the salesman the merchant; and through the merchant the user of the shoes. He sets in motion influences that secure the help of several hundred thousand people in removing the duty from hides.

CHAPTER XXVI.

A SHOE COLLEGE.

Mr. Brown is the founder and head of one of the most thorough industrial schools in the world. The daily routine is a system of education. The "Weekly Letter" is a lecture on the science of shoe making and selling, with a resume of conditions. The semi-annual meetings which, twice a year, mark the graduation into new and broader fields, are climaxes of this shoe college. The two weeks lecture course is as thorough as that given on scientific subjects in our great universities, and the examinations are as rigid.

Preparatory to these semi-annual meetings, the first of which is in March, the salesmen have written letters giving the best things they have discovered and originated in shoes. These points and suggestions, together with all that could be gleaned by observation and experience in other fields, have been threshed over in the weekly meetings and, at a special council, the result has been garnered into the new fall line, the samples of which are in hand, and subjects for study.

The forenoons of the first week are spent in a practical study of shoe making. The salesmen, divided into groups, go through the different factories under

the guidance of the factory superintendent who shows the different processes of manufacture and the grade and kind of materials used. In fact a thorough study is made of the details of shoe making.

At 1:30 P. M., they meet on the ninth floor of the store with Mr. Brown in the chair. Here they tell what they have seen at the factories, criticise what they do not approve, and commend what they endorse.

On Monday morning of the second week at 8 o'clock sharp, the roll-call begins on the fourth floor of the store, and every salesman is expected to answer to his name. The only excuse accepted for not being present is serious illness; and no excuse will pass for being late. Here come together in council, Mr. Brown, the directors, factory superintendents, and the salesmen, who represent the company in most every state of the Union, and carry their flag into Cuba, Porto Rico, Jamaica, Venezuela, The Philippines, Panama, Great Britain, and Continental Europe.

Following the roll-call, prayer is offered by Mr. Brown, who humbly thanks God for the prosperity of the business, for the prosperity of the country, for being allowed to come together again. He prays for those who are kept away by sickness, not forgetting those who have passed to the silent beyond. He prays that all may live honest and virtuous lives, that those who have wives may be true to their marriage vow. That all may be possessed of character, that all may do right, and be true to themselves and

SEMI-ANNUAL TAGGING OF SAMPLES.

others. He prays that God will help each to take Jesus for a partner, that He will help every one to have stick-to-itiveness, and secure peace, power and plenty. He prays that God will teach all the habits of going to bed early, that they may get rest and vigor for next day's work. He thanks God for his goodness to each, and prays that all may so live this life as to be prepared for the life to come.

After the prayer a clerk calls the make of a shoe, style, sizes, and widths. These are written on tags by twenty-four salesmen, seated at a table. The tags are then passed to those standing around another table who quickly place one on each shoe. This process is kept up till forty thousand samples are marked. The system is so thorough, the labor so nicely adjusted and divided among the salesmen, that the task is completed within a few hours.

The different lines of shoes are taken to the ninth floor, one of the lines is arranged on a long table in front of which are chairs for the salesmen. Here they assemble at 8 o'clock A. M., the roll is called, and every man must be in his place. At the rear of the table is a platform, extending the full length, on which Mr. Brown is seated. He rises when the roll call is completed. If any are absent he expresses regret, saying, "Those who are not here have lost time and opportunity that they can never find again. I know when I lose time it is gone, I can't make it up."

The superintendent of the factory in which the line of shoes on the table is made, takes a shoe in hand

and delivers a lecture on that particular shoe. He shows the materials of which it is made, tells the kind of leather, the process of tanning, and by whom tanned. He explains in detail how the shoe is made, gives the name, last, style, widths, and sizes. When the lecture is finished questions are asked. If there is a complaint, the weak point is discussed, and remedies suggested. Each shoe is thus analyzed. Every man is expected to know all about it before starting on the road. If it is a shoe that has been sold previous seasons, he must know its complete history, how long it has been made, how it wears, how many have been sold, and how many in stock. Every weak spot in its history is ventillated, and its strong points are urged by its friends.

In the discussions, the one hundred and twenty alert minds, all keenly alive to the interest of the business of which they are a part, bring out every point for and against the shoe in question. In these debates, when important changes are in question, there is a flow of eloquence and a power of reason that would do credit to our legislature.

After the line has thus been thoroughly gone through, Mr. Brown, who has been a close listener and observer, takes a shoe in hand, and calling the name of a salesman, who rises to his feet, asks: "What shoe is this? Name, style, widths, sizes, price?" He takes up another shoe, calls another salesman, and asks similar questions.

In these meetings Mr. Brown's marvelous grasp of detail is seen. Nothing connected with any shoe

SEMI-ANNUAL MEETING—LECTURE ON THE SCIENCE OF SHOEMAKING

escapes his attention. In the examinations if a salesman answers incorrectly, he calls another. He goes through the entire line. This routine is carried out with every line produced by the six factories.

The superintendents of the factories are strong men, and so familiar with every detail that they answer questions without a moment's hesitation, and are able to tell the cost of each shoe to the fraction of a cent.

In these semi-annual meetings important questions arise. A salesman wants a certain line of shoes for his trade, something the house does not make. He urges his claim; the matter is sifted; everything connected with the proposition is threshed over. With tact, Mr. Brown stimulates discussion, and if the question is an important one he insists that all, being stockholders, should have a voice in the decision.

At a recent meeting, the manager of one of the departments submitted a letter in which he insisted that a line of shoes which they were making should be branded as one of their advertised lines in order to meet the demands of the retailers who wanted a larger profit than the advertised line afforded. The proposition engendered a warm discussion. It was a battle between those who insisted on keeping the quality up, regardless of the demands of these retailers, and those who insisted that the retailer should have a cheaper shoe if he wanted it.

Mr. Brown, rising, said: "A house divided against itself cannot stand. We are here to get unity. I

have been in the shoe business for thirty-four years. We have had the lace and the button shoe. For a time the button was the favorite, but the run went back to the lace because it is more comfortable and better adapted to the foot. You are now running on the Blucher but we hear from the East that the bal is coming back."

Texas,—"They won't sell."

Arizona,—"Mr. Brown, if we give our customers this cheaper shoe in the advertised line we will be giving them as good shoes as other factories."

Mr. Brown,—"You all have your views, and some of you insist that when we give our customers this cheaper shoe we are doing as well by them as other factories. We are not trying to do as well as others, or as well as we have done in the past; this does not satisfy us, we must do better."

"I have been thinking of six words, 'For their sakes I sanctify myself.' I keep out of outside things. I am giving my life to this business. Now here is a line of bals of which we have many in stock. Suppose we let you sell them at the price you suggest instead of putting in the lower grade shoe; won't that answer?"

A number cried, "No, sir!"

Mr. Brown,—"With the five bals can't you get along all right?"

Virginia,—"I can't sell as many."

Texas,—"It will not do to cut our quality by putting in the cheap shoe. It will injure my trade."

Nebraska,—"Mr. Brown, we need a full line of

styles in the advertised shoe to supply our customers who want a larger profit than they can get on our present prices. If you will change the name of this cheaper shoe to that of the advertised line, they will be satisfied."

Mr. Brown,—"Won't the shoe answer the purpose of your customer under its present name? We cannot make it the other shoe by merely giving it the name."

Louisiana,—"Give us the styles and prices in the better shoe, so we can hold our trade. We are not anxious to cut the quality. What we wish is the styles and prices in the line our customers want."

Factory Superintendent,—"We cannot sell that shoe at the price you want, without a loss, and I will not run a factory and make shoes to sell at a loss."

Mr. Brown,—"I have as much interest as any of you. We cannot afford to cut the quality of our shoes. Rather than do this, I will give you the good shoes at the price, and pay the factory the difference myself."

Pennsylvania,—"I don't like that plan. I do not question Mr. Brown's ability to pay, but I would rather take the line as it is than to have a concession on these terms.

Texas,—"I have been fifteen years on the road. Before coming with this company, I represented a firm whose goods did not come up to sample. I asked them what it would cost to make the shoes like the sample? They said, 'Twenty-five cents a pair additional.' I told them to make the shoes like the

sample and I would sell them for twenty-five cents a pair more. They would not do it. As a result, I was always looking for new customers, and the house went out of business. If we are to stay at the head of the shoe business we must keep the quality up."

Washington,—"To make a correct solution of this question, let us wait till after lunch. In this crowd there is much ability. With an honest heart and a clear brain, I feel we can solve this problem right. Solomon says, "In a multitude of counsel there is safety."

Mr. Brown,—"It is an hour yet before lunch."

Director,—"You are all unnecessarily excited about this question. I think your customers are not worrying half so much over it. The line you propose changing has the name of the company on it, and that is what the people are looking for. Mr. Brown suggests that we give you a line of five styles of bals, and that is all you need. The bal is the best fitting and feeling shoe we make."

Arkansas,—"I think this question of changing the line is too big to be solved at this late hour. Most of us will see our best trade before new samples can be made. I think the best thing to do is to take out the line as it is."

Colorado,—"I move we take out the line as it is."

Florida,—"I second the motion."

A vote was taken, every man rising in answer to his name. The motion carried by a vote of three to one. On motion of Ohio it was made unanimous

with enthusiasm. Mr. Brown proposed the shoe college yell, when every man arose and shouted, "Keep the Quality up! keep the Quality up! keep the Quality up!"

Our colleges are not more thorough in teaching, nor more exacting and severe in examination than this one. No salesman is allowed to go on the road until he knows his lesson. Sometimes a salesman is required to stay several days after the others have gone, to master the details of the knowledge demanded. It makes no difference how long or successfully they have represented other houses, they must know the lesson here taught before starting out. They must know the business methods of Mr. Brown, must be familiar with the general business of the house, and imbued with its enthusiasm, so they may not only be able to sell to the best merchants, but command their respect and attention.

Mr. Brown believes, as did Cicero, "In all matters, before beginning, a diligent preparation should be made." And in all his efforts and plans in life he makes the words of Edward Everett sparkle: "The path to excellence and success in every calling, is that of appropriate preliminary education, diligent application to learn the art, and assiduity in practicing it." He knows that knowledge, skillfully and industriously employed, is more precious than rubies.

Getting knowledge is not merely the harvesting of facts, the gathering of unfamiliar items for future use. It is a development, a training of psychic

power. Longfellow, in speaking of Augustine's ladder, says:

"Heights by great men reached and kept,
Were not attained by sudden flight;
But they, while their companions slept,
Were toiling upwards in the night."

Skill has nothing to exercise itself upon until knowledge is acquired. Without knowledge industry goes to waste. Skill is the edge of the tool, knowledge is the weight behind the edge. Without weight the axe would be useless.

The man of character who possesses a thorough knowledge of his business and holds that knowledge within easy reach for use, has the greatest possible power for carrying out his purpose.

CHAPTER XXVII.

THE SCIENCE OF PUBLICITY.

No feature of Mr. Brown's advancing development has been more marked than his ideas of publicity. His system has been a gradual growth. In 1892, when in London, he saw in the Metropolitan Tabernacle (Spurgeon's church) a blackboard on which were announced the collections of the previous Sunday, and a statement of the increase over the Sunday before. The thought behind this announcement was, if it showed an increase it would stimulate to larger giving, if a decrease, it would stir the people to make up the deficiency.

Mr. Brown determined to adopt this system in his business, and began to post on a board in the front window of the store, the amount of the sales for the month and that of the corresponding month of the previous year, giving the increase or decrease. Some of his business friends chided him for the practice. A prominent hardware man told him it was unwise, that if his business was large and increasing it would attract competition, if a decrease, it would drive trade away, as people did not like to trade with a man that was losing ground. Yet he persisted in the practice, not only posting the statements in the store and factories, but published the same the first day of

each month in the *Globe-Democrat*, and *Republic* of St. Louis, and the *Record-Herald* of Chicago. In 1893 the panic was felt in trade circles, and one month showed a loss of $130,000. There were some wagers made that the statement would not be published that month, but it was made just as prominent as the gains had been. At the present time, each day's business is posted in the store, not only each day, but three times a day, the volume of business up to the hour of making the announcement is posted on a board. So it is known three times a day just what the shipments are as compared with the same day the previous year.

Keeping step with the advancing spirit of the age, The Department of Publicity' was created and placed in charge of a manager with a number of assistants. In no department of the great business are the demands more exacting in skill and efficiency.

Their own publications illustrating the products of the factories with written descriptions, are works of art and a factor of strength, not only acquainting those connected with the company with the shoes and stimulating higher ideals in production, but they are a means of education to their merchant customers, helping them to more intelligently dispose of the shoes. In this department the means of publicity such as signs, booklets, correspondence, etc., that have long been used are continued and greatly improved with advanced methods, but the great stride in the advance of the 'Publicity Department' was the beginning to advertise in high class magazines and peri-

odicals. Their contracts for 1906 cover the insertion of advertisements in seventy-nine million, nine hundred and forty-four thousand copies of popular magazines. These magazines are read by nearly twenty million people.

Few realize the value of advertising to the progress of the world. This science has been one of the great factors in promoting the brotherhood of man, and securing co-operation in carrying out measures for man's material and intellectual progress. Under modern conditions a *single* copy of a great daily costs more than $10,000. By advertising, thus securing the co-operation of the reader and advertiser, we become one of a band of brotherhood that buys a copy for a penny. In times of war when the result of a battle affects the interests of the civilized world, our great dailies have their brainiest men on the ground, and frequently expend as much as $5,000 reporting a single battle by cable. The science of advertising is the underlying element that enables this outlay. It increases the readers of the paper and thus adds to the value of its space. A single copy of a popular magazine, which we buy for a few cents, costs the publisher thousands of dollars. It often contains a single article which costs the publisher $1,000, and the writer a life of study and research.

There has been advance in all methods of exploitation, and the rewards have kept pace with advancing skill. The most effective is personal work, adding to the persuasion of words the eloquence of

speech to give them additional power. The traveling salesman is simply an advertiser; his success depends on his skill, industry, tact, and honesty. Mr. Brown recognizes the ability of a salesman who advertises his wares, and pays more proportionately for skill and efficiency in this department than any other, not excepting directors and factory superintendents. But personal work is the most expensive means of advertising, and can only be used in the larger transactions which lay the foundation for general distribution. The consumer or user must be reached through less expensive methods, the most effective of which, in proportion to cost, is skillfully used space in publications of character, and wide circulation. One dollar expended in a medium of this class will reach more people than a thousand expended in a personal canvass, but of course it is not so effective with each.

Through the means of advertising, thus securing the co-operation of large numbers in their use, virtually everything that contributes to the comfort and progress of man has been greatly improved in quality and the cost reduced to a minimum. Railroads and steamships could not carry man all over the world, giving him the luxuries and comforts of home when en route, without advertising, thus securing large numbers of passengers so as to reduce the cost of each to a minimum. The demand for clever advertisements has developed schools for the teaching and study of this science. The amount of money paid for skill in the art of publicity is more than in

most any other field, and the brainiest men are being drawn into this work. These men, with their business acumen, secure the best talent of pen and brush to assist them in giving the highest possible value to the space they buy. As a result of this combined effort, a study of the advertisements in a high-class magazine is an education within itself. The creations used to attract attention are often works of art that would do credit to the brush of a Raphael, and the written words of many advertisements are classics.

A good advertisement not only increases the demand for an article, but stimulates the advertiser to improve the quality, and thus make its distribution cumulative. An inferior article cannot be successfully advertised, for, as Lincoln said, "You can fool some of the people some of the time, but you cannot fool all the people all the time." In order to stand the expense of advertising, an article must make a friend of the user so that he becomes an advertiser for it within the circle of his friends.

Mr. Brown with his faculty for grasping things, and utilizing them in carrying out his purpose, uses the great advertising mediums to introduce his shoes into every home, and battles to keep the quality up, so that every pair used will make a friend.

CHAPTER XXVIII.

SIDE LIGHTS ON MR. BROWN'S LIFE.

Although Mr. Brown devotes his life to his business, his family, and his church, he is not indifferent to his duties as a citizen. In 1896 he was deeply interested in the money question. He is a democrat, but was strongly opposed to Bryan's free silver ideas. During the campaign he was stopping at the Gilsie House, New York. In the early morning he went down to the washroom. Approaching an Irishman who was cleaning the brass work of the fixtures, raising his hands in his characteristic way, he asked, "How are the Irish in New York going to vote?"

The Irishman continued his rubbing and made no reply. Mr. Brown said to him, "Bourke is going to vote for McKinley, he made a speech for him last night." "If oi had as mooch mooney as Cochrane got for makin' that spaech oi'd quit woork." said the Irishman. Mr. Brown replied, "McKinley is a fine man." "Yes, thar's lots of foine min, but oi hear that man O'Brian is a hard woorkin' man like meself, and oi'll vote for him."

* * * * * * * * *

Mr. Brown is natural and frank in all the relations of life. In his home, the family altar has a place. He reads the Scripture each morning and

MR. BROWN AT THE AGE OF 50.

asks God's guidance for the day. His prayers are direct talks to the Lord in a conversational tone, and his blessings before each meal are in the same straightforward, earnest way. In the summer of 1905, we were companions on a steamer to South Hampton. In the company were his wife and two daughters, his pastor and wife and my son. He had secured a large stateroom with the view of morning prayers en route. The younger members of the circle did not get down to the morning worship. In his frank and candid way, he prayed, "O Lord, we are not raising our children right. Dr. Williamson is here, Dr. Johnston is here, Mrs. Williamson is here, Mrs. Brown is here. O Lord, if our parents had raised us as we are raising our children we would not be here. O Lord, forgive us and we promise to have our children here to-morrow morning." The following morning, by the exercise of great tact and patience, he kept his promise. Later, in speaking of Mr. Brown, my son said, "His prayers are so earnest and frank that they startle me. He talks so personally and directly when he prays, I almost catch myself looking around to see if God is there."

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A guest one Sunday was walking with Mr. Brown along the driveway. As they passed a flower bed a little homeless snake wiggled in among the flowers. After a futile effort to dislodge it, they walked back to the veranda and Mr. Brown took up the Bible. After looking through its pages a few moments, he called for the coachman, a negro man whom he had

recently employed, who professed deep religious convictions. When the coachman came in he told him of the snake, and asked him to get it out of the flower bed. The man made quite a number of excuses and finally admitted he was afraid. Mr. Brown said, "Well, James, read this chapter," handing him the Bible with the place marked. The negro, much flattered, took the book, and after reading several lines came to these words, "Behold, I give you power to tread on serpents, and nothing shall by any means hurt you." Great beads of perspiration began to stand out on the negro's face. "Look heah, Mistah Brown, dis specifical scripture was written in de pistle to de Hebrews and ain't got no reference to niggers whatsoever, sah."

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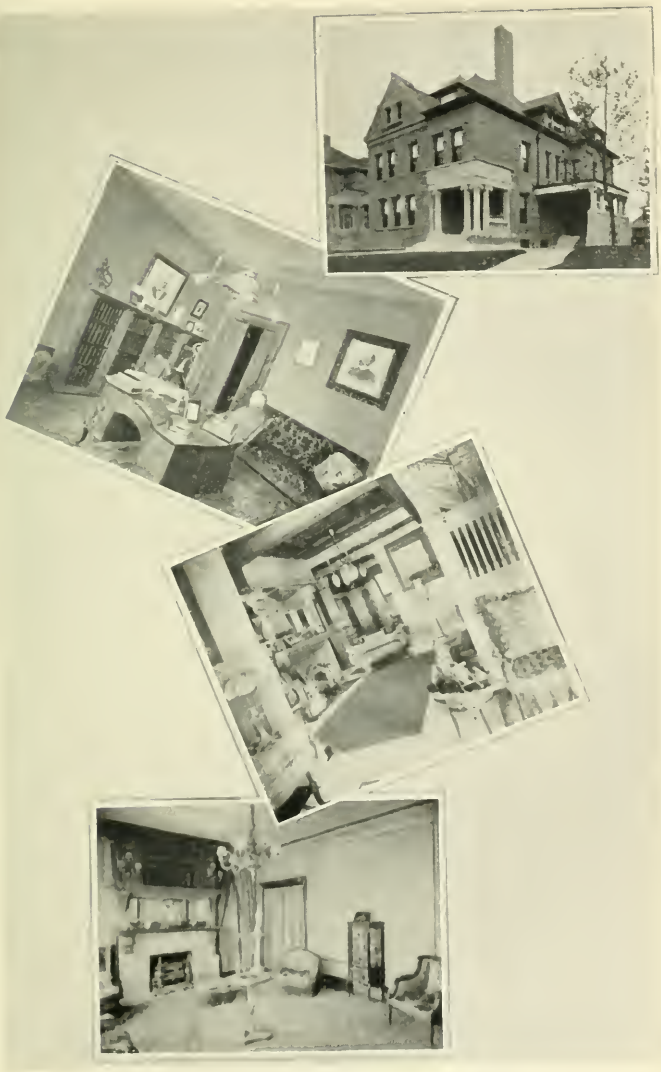
Mr. Brown is tender of heart, but by reason of his investigating mind is seldom imposed upon. He looks into things, and his strong aversion to waste makes him careful in giving. In order that his contribution be not wasted, he tries to ascertain if the object is worthy. He has little sympathy for men slightly ill and complaining, but when they get down sick he is never too busy to visit them and send them flowers. One of his most intimate friends said to me, "Mr. Brown has never made me a visit except when I was sick. At such times he came often, and I could see sympathy beaming in his kindly eye and feel it in his warm hand-clasp." He stays by his friends; is friendly with all but intimate with none.

Visiting with him at his childhood home, I was



PRESENT HOME IN ST. LOUIS.

greatly impressed by his eager interest in the friends and associates of his early life. His joy in meeting them was apparent, and his delight was freely expressed when hearing of their spiritual and material prosperity. Those less favored by fortune, he sought out, giving them the glad open hand, administering to their material wants, but expressing greater interest in their spiritual needs. He prayed earnestly with and for them. This practice, I learned, was not characteristic of this visit, but has been his custom for many years in his frequent visits to the town of his youth. We went to his mother's grave, he stood several moments in pensive thought. As we left he said, "John, mother was a noble woman; I owe so much to her. When I come to her grave I feel and think more about heaven than earth.

"Through life with all its lights and shades,
One vision never, never fades;
That vision bright is mother's face,
The best of all about the place.

No man can wander far enough,
Though tossed by winds and seas so rough;
But mother's face will to him come,
As then he thinks of 'home, sweet home.'"

After his mother died he said to me, "John, since mother's death, I have determined that I will put God first, family second, and shoes third."

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On a trip east we had to change trains at 4 A. M. As we had an hour to wait we decided to take a walk. The heavens were clear, and as we gazed at the stars

two of special brightness attracted his attention. Said he, "John, do you think those two are Dr. Ford and Silas Jones? You know the Bible says, "They that are wise and righteous shall shine as stars." (Dr. Ford and Silas Jones were close friends who had recently died.)

He had lost a pearl pin while in the sleeper, which the porter was unable to find. His wife expressed regret at the loss and said she had paid a hundred dollars for it to give him as a Chirstmas present. He said, "Mother, mother; look at yonder star, it is much brighter than the pearl."

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Walking through the state house at Albany, N. Y., the finest state house in the world, erected at a cost of twenty-three millions, we were admiring its grandeur, when he said: "John, this is a beautiful world. How good God is to place us in such a country with such a people."

Returning to the station we went to the barber shop. There was only one barber in, the night man. Three were ahead of him and he had to wait, which he patiently did. He is a crank on cleanliness, and neatness of person is such a feature with him that it seems a part of him. As his turn approached he took off his coat and collar, rolled up his sleeves, and was resting with his elbow on a vacant barber's chair. A traveling man rushed in and took the chair. Mistaking Mr. Brown for a barber, he said, "I want a shave, quick." Mr. Brown quietly said to him, "There are two ahead of you, sir." Just

then the busy chair was vacated and Mr. Brown took the seat. The astonished traveler began to apologize. Mr. Brown said to him, "No apologies are needed, a barber, if a gentleman, is entitled to as much respect as a merchant."

In Granville we stopped at a stand to get a shine. While the boy was engaged in the task Mr. Brown said to him, "Are you the boss?" "No, the boss is away." "You will soon be the boss if he stays away." "Where were you born?" "In New York City." Another boy spoke up saying, "I was born in Granville." Mr. Brown said, "I was born in Slyboro." As we walked away we heard the boys speaking in derision of '*Skunkville*' the nickname for Slyboro.

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On the way to New York, we were reading the *Herald* when Mr. Brown said to me, "I see they pay McCurdy $150,000 salary as president of the Mutual Life. I don't believe in such large salaries. I only get $5,000, and all the directors of our company get the same. Dividends are more important than salaries." Continuing he said, "John, if our St. Louis life insurance men would plow deep they would get the business. Why should not St. Louis lead in life insurance as well as in shoes?"

Mr. Brown is fond of amusements and is just as intense when engaged in sport as in business. On the steamer shuffleboard was a popular game, being exercise for both mind and body. The acme of the game is to get on "ten." After playing the game a

number of times, the thought of getting on "ten" seemed to catch him as a motto. Since then a favorite admonition is "Try to get on 'ten.'"

His good cheer and social disposition soon broke down the barriers to acquaintance among the passengers, many of them being attracted by his candor and friendly spirit. He would often speak to young men and urge them to cultivate good habits and concentration, and to always try to get on "ten."

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Mr. Brown is a great believer in the magic word "work." He believes that in those four letters, W-O-R-K, are wrapped up all possibilities. He admires the industry and thrift of the Jews, their practical business acumen and concentration of purpose. When walking on Olive street near one of his factories, he saw a young Jew plodding along, bent under his pack. He was followed by a number of boys who were jeering and crying, "Look at him! look at him!" Throwing up his arms in his distinctive way, Mr. Brown said, "Look at him! yes, look at him! he will own a big store on Broadway some day."

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Mr. Brown is partial to Marden and other writers whose expressions tend to character-building. He also reads a few of the leading periodicals, but his favorite book is the Bible which contains the very essence of practical wisdom for every relation of life.

The Scripture not only includes a code of morals and a guide to health, but business maxims from the

most successful business people the world has ever known. With all our vaunted knowledge and power of expression, we are weak in practical advice as compared with the old Hebrews. The Jews are the most successful business people and possessed of the most acute minds of any race recorded in history, and the Bible contains the cream of the concentrated wisdom of these people, compressed and burnished till it glows. The Jews have given the Christian world its moral laws, its spiritual ideals, its sacred faith, and the rule of conduct between man and man. A close study of the Bible, and the incorporating of its principles into his being, has helped A. D. Brown to win in his life purpose. His example, more than his advice, tells of the advantages of living a moral and religious life.

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On a trip through Holland we went to Saardam, famous as the abiding place of Peter the Great while learning the trade of ship-building. The house he lived in is now the property of Russia. Mr. Brown has only one measuring stick for all men, alive or dead, great or small, talented or simple, powerful or weak, a Napoleon or a janitor, and this measure was apparent when he accosted the Russian lady who keeps the house: "Madam, can you tell me what kind of *habits* Peter had?" Our guide, an old Jew, broke in on the conversation stating that there was no good in Peter, or any other Russian; that his *habits* were as bad as Nero's.

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Returning to London from Stoke Poges, I was telling Mr. Brown of the delightful experience of sitting under the ewe tree and listening to my son read 'Gray's elegy'. He requested me to read the poem to him. He was greatly interested, and afterwards took his daughter Ruth to the famous churchyard. He frequently referred to the great pleasure afforded him by seeing the place associated with the name of Gray, and made immortal by his pen.

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When showing about twenty of the salesmen through one of the factories, an old employee living near, was reported sick and unable to attend to his duties at the store. Mr. Brown took the salesmen with him to call on the sick man. In answer to his knock, the maid not knowing who he was, said, "You will find him in the saloon across the street." He, with the entire party, found the man in the wine-room with his face in his hands resting on a table, asleep. He gave him a shake. The startled man, when he saw them, thought he had snakes in his boots. Mr. Brown ordered a carriage and took him to the hospital where he looked after him till he recovered.

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One of the leading salesmen secured a position in the house for his son. He received a letter from Mr. Brown saying, "Your son was at Sunday school yesterday, we were all glad to see him." A few weeks later, "Your son was not at Sunday school yesterday. I sent for him to come to my desk. He said he went

out to the country. I told him if he could find a better place to go on Sunday than the Sunday school to tell me, I wanted to go with him."

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Mr. Brown is usually very rigid in asking questions and getting all the history of a man before giving him a place, but in some cases a very few questions have satisfied him. Some years ago a man applied for a position; he was busy, but asked for whom he had worked. The applicant was told to call again to-morrow.

Going to the former employer he asked, "What do you know about Mr.———?" "He does not drink, chew, or smoke, and gets there every time." The man got the position without further questions, and has made a fortune.

In another case he was not so inquisitive as usual. A young man from Kentucky sought a position. Mr. Brown began with his questions and soon asked, "Have you made any money?" "Yes, sir." "Have you saved any?" "Yes, sir." "How much?" "Twenty-five thousand dollars." This answer excited interest and surprise. He said, "Did you make all that?" "Yes, sir." "Hang up your coat, you have a job."

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A prominent man who has been in business twenty-five years within a block of Mr. Brown said of him. "I have never known a man to work for him who was industrious and honest, who did not make a fortune. He does not work for himself alone,

but for his employees as well. He is absolutely honest in business methods and gives full value for all he gets. He has done more to make St. Louis a great wholesale market than any other citizen. His high character has had a business, moral, and religious influence on the world. He is a good Christian, a good citizen, a good merchant, a prince of men. His Christian character is shown by his deeds. To my knowledge, he is constantly helping the needy, and is never too busy to listen to appeals for help."

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Speaking to a prominent business man, I asked him to tell me what he knew of Mr. Brown. He replied, "You don't have to ask anybody about Brown; see the man, he is an open book, he covers up nothing." When the old Roman statesman, "Drusus", was asked by his architect how he wanted his house built, he said, "Build it so that every citizen may behold every action I perform." The demand for legislation requiring corporations to let the public know what they are doing and how they are doing it, would not effect Mr. Brown or change his methods of business, as he gives every feature of his business more publicity than has ever been suggested by the most radical advocate of such measures.

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A wholesale drygoods merchant who has known Mr. Brown over thirty years, speaking of him, said: "He is one of the greatest men in St. Louis to-day. He has been the most prominent factor in making

this city the leading shoe market of the world, and has done as much to make it a large distributing center as any other man. His high character so clearly reflected in his life as merchant, citizen, and Christian, has been an uplift to the business, social, and religious life of St. Louis. He always does his part and more, when called upon for help in any move of philanthropy, charity, or the betterment of civic conditions. In the effort to advance the cause of civic righteousness as reflected in the official life of Joseph W. Folk, he was one of the largest contributors. In company with another of the committee in a cause we felt was for the best interest of the city, as we approached his place of business we discussed whether we should ask him for $100 or $200. He was on an upper floor of his store. He turned, saying, "What can I do for you, gentlemen?" We explained the purpose of our visit, when he asked, "What do you think I should give?" We replied, "Two hundred dollars." Said he, "Go down to the office and tell Spencer to give you a check for $250, and charge to my account."

"A work which had been on my mind several days led me to phone Mr. Brown one morning, and ask if I could call and discuss the matter with him. He answered, "Yes, come at once to my house." The measure required $5,000. He subscribed $500, ordered his carriage, and we secured, in a canvass of a few hours, the amount needed."

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A minister once went to Mr. Brown seeking help

for a certain cause. He had hardly introduced the subject when Mr. Brown said, "I can't listen to you, your collar and cuffs are so dirty."

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A prominent citizen of Granville, Mr. Brown's early home, said to me, "I knew A. D. Brown when a boy, and while he was full of boyish pranks there was always 'grim determination' in everything he did. If he wanted a thing done he made an opportunity to do it, and did it."

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The following letters were received from Mr. Brown's former Pastors and his present Pastor.

Rev. J. H. Cason, of Royse City, Texas. Mr. Brown's first pastor, writes :

My dear Dr. Johnston :

In 1867 I met A. D. Brown in Columbus, Mississippi. He was a clerk in the general store of his uncle. He impressed me as an unusual boy, in that he was absorbed in the business of the store. I never saw him take a minute in pastime, looking or conversation on the street. He went and returned in a hurry. In the store he watched for customers, and his bright sunny face made him the favorite of the country people. He took an intelligent interest in the business. One morning about 3 o'clock I was passing the store; seeing a light I went in. A. D. had all the clerks and some hired boys assorting potatoes, throwing out the rotten ones and wiping dry those that were sound, and replacing them in barrels. He said I will sell to-morrow every sound potato for seed, and we have a carload of fresh ones on the road from St. Louis. I will sell the fresh potatoes to every merchant in town; we will make money out of the potatoes this spring. And they did. All the grocery merchants had just

received their spring supply of Irish potatoes from Mobile, by boat and they were in bad condition and rotting rapidly, and A. D. to save those of his uncle worked all night. This was strong conduct for a young clerk. Soon after coming to Columbus he became a member of the Sunday school, a regular attendant and close student of the Scripture. I said to him, "A. D., I want you to take a class of seven girls about thirteen or fourteen years old." With tears in his eyes he said, "Brother Cason, I am not a Christian. I cannot tell those girls how to be saved." I said to him there is no Christian in the church that takes as much interest in the Sunday school as you do. You can be a Christian. He took the class. We used A. C. Dayton's question books. A foot note directed the teacher to call the name of each member of the class and ask, "Do you trust in Christ as your personal Savior?" All said, no. One of the little girls said, "Mr. Brown, do you trust in Christ as your personal Savior?"

A. D. came in tears to me and asked to be relieved of the class. I said to him, you can now put your trust in Christ and settle the question. He went home with me; we prayed and examined the promises. Soon he told the class that he did trust in Christ, and it was not long before most of the class followed him in trusting, if not all of them. From this point the deepest impressions of his heart was the praise and honor of God Religion was first. I felt that an unusual youth was in my hands; and I made the problems through which he passed, in business matters, subjects of prayer before I gave him advice that changed his plans. I see the Divine hand in what then seemed to be darkness. I love him as I have never loved any other man. All that he has ever done so far as I know, is in line with duty to business and devotion to God.

I was his confidant and counselor in an affair which threatened to result in a duel with a hot-headed young southerner who was a clerk in a rival store. The moral courage he displayed in settling the affair was commended by all. He was

actuated solely from religious considerations and his duty to his mother and sisters. In the affair he showed more moral courage and wisdom than I possessed.

Sincerely yours,

J. H. Cason.

Dr. J. P. Greene, President of William Jewell College, Liberty, Mo., Mr. Brown's pastor for many years:

Dear Dr. Johnston:

It would require a good many words for me to express to you my appreciation of Mr. A. D. Brown. We were associated together in the Third Baptist Church, and in many other benevolent enterprises for ten years. I have known him intimately since 1882. My analysis of his success is his devotion to one thing, and his intense energy in pushing that one thing. He has always taken good care of himself, and this added to a good constitution, has enabled him to do a tremendous amount of work. His thorough acquaintance with all the details of his business, and his determined purpose to have every man connected with him do his best, and his brilliant leadership in hard work, have brought things to pass. Mr. Brown is the kind of a man that never fails in tight places. He stands with his friends. Sometimes he is slow in making up his mind what course he will pursue. This can be said, I suppose, of all earnest men that mean to do things. But when he has once made up his mind you may count on him. He will do all you expect him to do and more, too. It would be out of taste for me to disclose to the public my intimate acquaintance with Mr. Brown. We have been confidential friends. I have always found him worthy my utmost confidence. My relationship with him through all these years has gradually deepened my love for him, and my admiration for his character. I have never seen anything unclean, nor unrighteous in the man. He would scorn to do a mean thing, and his heart is so tender that he would not cause any-

body a tear of sorrow. He has been a great power in the Third Church, and in the Missouri Baptist Sanitarium, and in William Jewell College. He has done much good, and I am sure that he has a great desire to make his life count for good in as many directions as possible. When I think of him I always call to mind that beautiful proverb: "Seest thou a man diligent in business? He shall stand before kings." It seems to me that this proverb must have arisen in some good man's mind after reading the life of Joseph. So when I hear or think of it, I always think of Joseph, and then of Mr. Brown. He is a living illustration of the truthfulness of this proverb.

Yours very truly,

J. P. GREENE.

Dr. W. R. L. Smith, Richmond, Va., writes:

MY DEAR DR. JOHNSTON:

I do like an appreciation so much better than an obituary; for, though the latter gives more freedom to eulogy it is not half so stimulating to the subject. If we all had more sense and religion we should have more words of praise for the living, and reserve fewer, perhaps, for the dull cold ear of death. And, by the way, that suggests to me one of the commendable traits of brother A. D. Brown which must not be overlooked. It is my distinct impression, that I never heard him speak unkindly of anyone. He may have been too busy making shoes to notice the faults of others; at any rate I do not recall a bitter criticism that ever fell from his lips. In the Bible it is one of the works of the perfect man, that he is cautious about his speech. He has said many things in praise of his brethren, and now like the bread cast upon the waters they threaten to come back to him. For more than five years I was brother Brown's pastor, and during the time I and my family were the recipients of many of his favors, and substantial courtesies, the memory of which we gratefully carry in our hearts.

I frankly confess that his constant devotion to all the inter-

ests and services of his church, was to me a matter of some surprise. Intense absorption in a rapidly growing business, and the gratification consequent on multiplying wealth too often cool the Christian man's zeal; not so with brother Brown, and I cordially commend his example to all the prosperous rich. I rank A. D. Brown as among the finest business men of the nation. He is one of the greatest of the captains of industry. Born a poor boy in New York, he has honorably and bravely won his way among our merchant princes. He brought no collegiate education to his life work. His invested capital at the outset was a lot of good common sense, clear cut purpose, an iron will, and resistless enthusiasm. His case and others like it make me sceptical sometimes, about the amount of time usually given to the schooling of our boys.

He knows his business, as Napoleon knew the art of war. He knows all the leathers and when and where to buy; he understands all the styles of foot gear, and where to put the stitches and the tacks. Nor does it take him long to find out the right markets for his goods, and the men who can get the largest order.

This great shoe-maker is to me an inspiring instance of the values of concentration, energy and eternal industry. That is genius, and that is the secret of success. It is cheering to know that brother Brown regards himself the trustee of another's property. God has given him capacity and opportunity for making money, and he has not forgotten the claims of Christian education, Christian missions, and Christian charity. I love to see a liberal man get rich. There was a Brown who founded Brown University, and his name will live forever. It may be there is another Brown, in Missouri, who will give his name to enduring fame by doing something large and splendid for the world. For him I wish all good things, with a long and increasingly useful and happy life.

Yours cordially,

W. R. L. Smith.

Dr. R. P. Johnston, Pastor Fifth Avenue Baptist

Church, New York, who was Mr. Brown's pastor five years:

DEAR JOHN:

It affords me pleasure to respond to your request for a word of appreciation of my honored friend, Mr. A. D. Brown. It has been my privilege in various pastorates to be associated with some very remarkable men, men of affairs, of commanding business and professional influence and standing. Among men of this class Mr. Brown is to be numbered. By patient industry and business genius he has built up a great enterprise, known all over the country. By methods which are acknowledged everywhere to be legitimate he has erected a handsome fortune, and no suspicion of dishonorable or underhand methods attach to his achievement. In the fair field of open competition he has won the laurels of success; and what is more remarkable and praiseworthy, in the midst of the stress of business he has preserved the utmost simplicity and beautiful sincerity of his religious faith and life. Prosperity has not, as it so often does with less devoted men, obscured his spiritual vision or cooled the ardor of his love for God. He has shown faith by his works; and church, philanthropic and educational institutions have received the impulse of his sympathy and generosity.

While all his friends rejoice in his prosperity and achievement, they also believe that the past is but an earnest of what the future may bring, and are hoping and believing that the largest and noblest part of his life and work are still before him.

Very sincerely yours,

R. P. JOHNSTON.

The following letter from Mr. Brown's present pastor:

MY DEAR DOCTOR JOHNSTON:

You ask me to write you my estimate of Mr. A. D. Brown. This would be a difficult task within the brief compass of a letter.

It was my privilege to witness a characteristic incident in his home when he was confined to his room as the result of an accident. His aged mother was present and when she arose to leave he stood in deference to her, and with deep affection said, "Mother, I am trying to seek first the Kingdom of God, and that means to put God first, family second and shoes third." This has been the program of his life. He does not scatter his powers, but concentrates them in this three-fold channel. He lives in personal companionship with God, his home exalts the teachings of true religion, and the business speaks for itself. "Keep the Quality up," is one of his favorite mottoes, and he seeks this in personal character as well as in shoes.

Mr. Brown commands men and circumstances because he has first mastered himself. The valuable maxims he has given to the business world are the product of his own experience, and his most rigorous rules are for himself. He does not know how to do a task in a slip-shod manner, and in his presence a man would be ashamed not to do his best, whether it would be the making of a shoe or the preaching of a sermon. Hundreds of young men owe their business success to his silent but persistent influence.

The life of Mr. Brown should be a source of strength to every minister of the gospel, encouraging him in the conviction that religion is fundamental in all true success. He alone is a sufficient refutation of the remark sometimes heard that the decalogue is out of place in business. He bears out Mr. Gladstone's observation that "Most men at the head of great movements are Christian men."

He is one of the most faithful teachers in our Sunday school, and in more than thirty years he has rarely missed a prayer meeting at the Third Baptist church except when absent from the city, and on many occasions when absent has sent his word of greeting.

There are many channels into which his thought and

benevolence have gone of which it would be indelicate for me to speak, but I count it one of the great privileges of my life to be his friend and pastor.

Very sincerely yours,

W. J. Williamson.

CHAPTER XXIX.

RELIGION AND PHILANTHROPY.

There is no line that separates the religious and business life of Mr. Brown. In all he does he is zealous. His religion is a straightforward, practical kind free from cant, and is reflected through his transparent honesty in all the affairs of life.

Since uniting with the church some forty years ago, he has been a liberal and steadily dependable contributor to the work. He has been a deacon, trustee and assistant superintendent of the Sunday school of the Third Baptist Church of St. Louis for more than twenty-five years. He is as regular and systematic in the performance of his duties to his church as to his business. His favorite service is the mid-week prayer meeting. Not only does he attend all the church services himself, but in a tactful way urges his friends and business associates, including his employees, to do so. He contributes liberally to his church and to missions. He is one of the twelve who organized what is known as the "City Mission," the purpose of which is to help unfortunate men and women. He is one of the founders of the Missouri Baptist Sanitarium of St. Louis, and has given to its building and endowment large sums, and much *time* and *thought*. He was a liberal contributor to

the fund for the purchase of the site for the Missouri Baptist Orphans' Home. His gifts to William Jewell College are helping to make that college one of the leading educational institutions of the Mississippi Valley. He is President of the Missouri Baptist Sanitarium, a trustee of William Jewell College, also of Stephens College. He is a member of the Orphans' Home and City Mission Boards.

CHAPTER XXX.

ANCESTRY.

Whether it be in the blood or a species of family honor, we do not undertake to say, but so far as we know where there is a high moral tone, it may be traced to an honorable line of ancestry.

The Browns have furnished many distinguished names in the history of America. Forty-five of them have a place in our encyclopedia.

Generations of the Browns of Providence, Rhode Island, with steady seriousness, consecrated their talents and gave much of their wealth to promote the public good. They founded and sustained with increasing altruism, churches and colleges. One of them was the founder of Brown University, the first Baptist university established in the world. Great merchants, they were yet greater citizens. They stood for the highest type of Christian manhood.

Their ancestor, Chad Brown, who came from England in 1638, was the friend and associate of Roger Williams, and with him, one of the founders of the first Baptist church in America, and succeeded him as its pastor. Chad Brown was one of the agencies that planted first in American soil the tree of civil and religious freedom, the fruitage of which is the richest heritage of the human race.

THE OLD CHURCH AT TRUTHVILLE, ON THE BANKS OF THE METOWEE RIVER.

Alanson David Brown is a descendant of Chad Brown and inherited in a marked degree his ancestor's Baptist faith, and talent as a merchant. His great grandfather, Jonathan Brown, went from Rhode Island in the seventies of the eighteenth century to Charlotte county, N. Y., and settled on the land, and established the homestead where Alanson was born. In 1784 the name of the county was changed to Washington, the most honored appellation known to Americans, this being the first county or town to pay this tribute to the father of his country. Now this first Washington county has forty-one county namesakes, besides one state, and many cities, towns, and villages.

In 1784 Jonathan Brown, with others, organized the Baptist church at Truthville. Their declarations of principles and faith evince the same spirit so manifest in the organization of the church at Providence, Rhode Island, nearly one and a half centuries before, declaring for religious liberty and separation of church and state.

In this church Jonathan Brown was a deacon and trustee, and often in the absence of the pastor conducted the meetings which were first held in the homes of the members, then in the school house until the church edifice was built in 1802.

In the early history of this church Elder Brown is spoken of as a wise counselor in all the affairs of the church and a helper to both pastor and members. On the occasion of his death in 1826, we find this record: "The pastor has lost one of his most trusted

helpers, Jonathan Brown, a man of rare gifts and ability, and a man of intelligence and piety, true to the best interests of the cause of Christ."

The stamp of this strong Christian character is evidenced in his descendants who, for more than a century, have occupied a pew in this same church and been active in its work. Eight of Jonathan Brown's direct descendants were in attendance on the one hundred and twentieth anniversary, August 19, 1904.

David Brown, the grandfather of Alanson, was born in 1793. He was a lieutenant in the war of 1812, a sterling character, inheriting the traits of his father Jonathan. He died in 1828 at the age of thirty-five. His wife, Cornelia, daughter of Charles Warren, a descendant of Joseph Warren, the first martyr to the cause of the Freedom of the Colonies, survived him nineteen years. The son of this worthy couple, David, the father of Alanson, was born February 4, 1820. Being left an orphan at the age of six, responsibilities were placed upon him in early youth. They developed a strong character. He wooed and won Matilda O. Roblee, and married at the age of twenty-six, his young wife being in her seventeenth year. To the old homestead, established by his grandfather Jonathan, more than seventy-five years before, he took his bride. Here the children were born; three sons, and three daughters, all of whom are living, Alanson being the eldest.

Both the parents were industrious, thrifty and deeply religious, and strongly impressed their characters on their children.

THE GRANVILLE HOME, WITH PORTRAITS OF DAVID AND MATILDA BROWN, FATHER AND MOTHER OF A. D. BROWN.

The father was a prosperous farmer. He sold the old homestead in 1865 for $10,000 and purchased a farm in the suburbs of Granville, where he spent the remainder of his life a leading citizen, prominent in the affairs of his town and county.

The name of David Brown stood for three things, an honest man, a Baptist, and a democrat, and to these he was always loyal. His township was strongly republican, yet he was frequently elected to fill important offices. He was a director of one of the banks of his town, one of the founders of the first Baptist church of Granville, a trustee,and among the largest contributors to the building of a church edifice and the support of its activities.

In the language of an old citizen of Granville, "The Browns always stood for everything that is best, for the right, for the good." The same was told me of the Roblees from whom came the mother of Alanson. The Roblees are descendants of the French Huguenots who brought with them to this country their puritan virtues and Frenchman's love of beauty; and with their excellent habits and loyalty to truth contributed a vast share to the prosperity and culture of the United States.

In 1806 the Roblees united with the Baptist church at Truthville and since that time have been constant in its work.

CHAPTER XXXI.

THE PURPOSE OF BIOGRAPHY.

Says Phillips Brooks, "Biography is the literature of life. All literature is the expression of life of some kind; and since the noblest life is human life, the literature that deals with human life is the noblest literature. The individual life has a distinct interest that cannot belong to a group of lives; therefore biography has a charm that no other kind of history can rival. It is of value because it is exceptional, and also representative. Every life is alike and unlike every other. Every true story of a noble life sets before those who read it something that can be followed, but is incapable of imitation. It inspires in two ways: it gives help like the stars which guide the ship from without; and also like that of the fire that burns beneath the engine of the ship itself."

Biography is a practical illustration of the possibilities of human life. It illustrates life in action. Carlyle says, "Biography is the most universally profitable, and the most universally pleasant of all studies." In biography life is real, it inspires to strenuous endeavor by putting before us a demonstrated attainable ideal. It exhibits what we can do to adjust ourselves to environment, to take advantage of favorable, and overcome adverse con-

ditions. It was Emerson who said, "I cannot hear of personal vigor of any kind, or great power of performance without fresh resolutions. We cannot read Plutarch without kindling blood." Plutarch's forty-six biographies of parallel Greek and Roman lives, though not possessing originality or great literary merit, have been of more value to the world, and exerted a greater influence, than all other Greek writings. Shakspeare found in them inspiration for three of his greatest tragedies. The biography of Benjamin Franklin, written by himself, has done more for humanity than all his other writings, not excepting those on science and discovery.

History is of little interest or value unless woven into the biography of the actors in the drama of its shifting scenes. How lifeless would be the history of the struggle of the colonies without the stories of Washington, Jefferson, Henry and other patriots. The war of the rebellion excites but little interest apart from the heroes of the struggle. How tame would be the stories of the battles of the army of Japan without the names of Oyama, Togo and other leaders.

Writers of fiction must weave their flights of fancy into the biography of the child of their imagination, to secure the attention of the reader. George Elliot could never have reached the millions of readers with her splendid thoughts on the varied relations of life expressed in the story without weaving them into the biographies of Adam Bede and Dinah Morris.

Through biography we may place ourselves in contact with the noblest of all ages. The man whose life inspires pure living, right thinking, and high endeavor is worth knowing it matters not where or when he lived.

The biographies of the Bible illustrate the truths it teaches. The stories of Abraham, of Joseph, of Ruth, of Samuel, of Daniel, of David, have been an inspiration to noble thought and endeavor through the ages. The golden thread running through all the pages of Prophecy is the story of the coming Christ. The secret of the matchless and perennial attraction of the four gospels is, that they do not merely prescribe what men ought to do and to be, but exhibit what man has been and done. Moral teachers before the coming of Christ, conceived and taught lofty ethical principles, but Christ not only transcended in his teachings the utmost reach of their loftiest thought, but by the moral radiance of his life gave to the world an object lesson of the perfect man. Energized by his Spirit and stimulated by his example, men have followed him to new heights of moral excellence. The biography of Jesus has engaged the thought of man for nineteen centuries, and the power of his life has lifted the race from the period of its lowest condition of morals in the history of mankind to its present high plane of love and light.

God in his infinite wisdom saw that four biographies of his Son were left to man, that the story of his life and the tragedy of the Cross might redeem the race and save the world

CHAPTER XXXII.

THE DAY OF OPPORTUNITY.

Opportunities for advancement are more abundant to-day than ever before in the history of the world. Paths to power are being cleared and made wider. The door to knowledge, to wealth, to happiness, now swings so easily that it opens to the touch of the man of purpose.

In mine, field, forest, sea, and air, are vast reservoirs of treasure ready to flow in answer to the call of "The man with a purpose."

The railroad, the steamship, the telegraph, the telephone are uniting men in interest and purpose, giving them a better understanding of each other, and enlarging opportunities for achievement. To-day the man of honor and determination has better assurance of success than ever before.

As the world advances in education and wealth its wants multiply and new fields of opportunity are opened to supply them. Where there is a human need there is an opportunity for achievement. The need determines the intrinsic value of everything. That for which no civilized want calls is without value. It is useless for the farmer, the mechanic, the scientist, or the writer to spend time or talent in producing that which mankind does not want. It is an

axiom, an unrepealable law, that he who would secure the pay and love of his fellowmen must supply them with that which their essential natures require. The man who sees a need, and with large hearted devotion makes it a duty and pleasure to meet that need, is a benefactor to the race. Take care of mankind, and mankind's own interest will compel it to take care of you. Such a work not only brings prosperity to the man, but a deep peace of soul, worth far more than treasures in money and land. The highest happiness is found in making others happy. Conscience and religion unite on this plan for a blissful life.

Young men stick to the farm. The increasing needs of man, the improvement in agricultural machinery, and the experiments being made in agricultural chemistry and practical research, are opening new and broader fields for the alert farmer.

There is no more inviting field for sure success than the farm, if knowledge is skillfully and industriously used. The farmer who works and expands in mind and soul with his increasing acres and herds is on the road to true success.

Large accumulations of wealth may not be so easily attained on the farm, but the food is fresh and more wholesome, the air more pure, the exercise more complete, the songs of the birds more sweet, and the environs more free from evil. He who would fill his life with happy days may find them in other pursuits, but the widest experience shows that

in America the farmer is most certain of reaching that goal.

The mechanical field is bright with promise. Every new invention widens the field of mechanics and multiplies the opportunity of the workers to rise to the ranks of wisdom and independence. The spirit of brotherhood is expanding with the widening influence of the Christian religion, and is slowly but surely battering down the wall of prejudice between capital and labor, which has ever been a menace to our social fabric, and to progress in the business world. Capitalists are coming to recognize that the interests of the mechanic and laboring man and their own are one. That the stability, safety, and increase of capital are dependent on the hearty and loyal co-operation of the rank and file of the industrial army. Employees are also realizing that they are equally concerned with the employer in the stability and growth of material wealth.

The industrial field has grown to such proportions, and the demand for the laborer who will put thought into his work is increasing to such an extent, that the rewards seem to have reached unreasonable proportion in many of the activities. To think quickly, to reason accurately, to be honest and diligent, are requisites to advancement in these days of rapid progress, and the man who possesses these qualities is in demand.

Machinery will soon do all the unintelligent work, but the man of intelligence, and skill is always in demand. The young man who works in the ranks

of the industrial army is happier and more favored than the son of wealthy parents who has been reared in luxury, and whose only thought is to play society, sport a yacht, or kill time in idle diversions. From the industrial army came Watt, Stephenson, Howe, McCormick, Carnegie, Edison, and thousands of others whose thought and labor have poured wealth into the pockets of mankind and made their names immortal.

The door to trade is wider open, and more inviting than ever before. In the field of commerce the opportunities were never so many as now. Civilization and growing wealth have converted luxuries into necessities, and the human family now include in its wants everything the earth produces. The inhabitants of the frozen North demand the fruits and flowers of the sunny South, while those of the tropics are calling for the products of the rigid climate. The humble home of the cotter is now luxuriantly furnished, and his family must have good clothing, dainty ornaments, musical instruments, books and pictures.

The restless tides of trade constantly ebb and flow with new combinations, supplying opportunity for the effort of thousands where formerly a score met the demand. The great transportation interests on land and sea not only facilitate commerce and open fields in every country of earth, but the great army they employ creates a demand that is of itself a field of immense proportions, to say nothing of the enormous demands of these gigantic combinations in construction, equipment and operation.

To such tremendous proportions have the demands of the human family grown, that the most insignificant article requires the efforts of multitudes, in its production, transportation and distribution. The many hundred varieties of luscious apples are all developed from the little bitter crab. These apples not only delight the taste and contribute to the health and sustenance of man, but in their production and distribution give employment to an army of fruit-growers, coopers, carry and merchants. The wild-rose which formerly wasted its sweetness on the desert air, has been developed into over three thousand varieties; their fragrance and beauty not only refine and elevate the heart where sunshine has sway, and carries peace and comfort to the sick and lonely, but have opened a field of commerce that engages the work of thousands of merchants.

The wants of the world are countless and are daily increasing. The opportunities in the field of trade for supplying these wants are multiplying, and the rewards for skill and advanced methods in the art of distribution are growing greater as civilization moves onward.

In the professions, advancing civilization has enormously increased the demand for competent men. *In the legal profession*, changed conditions and multiplied values require a thorough knowledge and experience in the draught of documents that will stand under the searchlight of the modern court. As population increases values rise and in-

terests clash. Acts which are allowable in a community of a few families, become crimes in crowded areas. The laws necessary in sanitation, the use of highways, and the public peace, establish new conditions and a new code of morals that must be observed. Our over industrious legislatures make laws by the hundreds and our federal and state constitutions are being constantly amended, our supreme judges are daily making decisions placing a new construction on existing laws. The legal conflicts over new regulations make bewildering confusion for the attorney to adjust. The demand for legal counsel and sane advice will grow as the years condense population and multiply great commercial and financial transactions. The rewards for proficiency in this profession are so great that we cannot retain men of large legal lore on the supreme bench unless they are influenced more by the spirit of the statesman and patriot than that of personal gain.

The profession of journalism is an alluring one for bright men who are ambitious to take a hand in the world's work. This field is a school of mental training full of potent promise. In this, as in all other fields the demand for able and competent men is in excess of the supply. The increase in periodicals and publications of all kinds is marvelous. It is estimated that there is an increase of three hundred thousand readers every month. New publications, and the improvement of existing ones, create a demand for trained and gifted writers. An omnivorous reading public is looking for something worth while,

and there is a supply of hidden literary material in the museums of earth, and in the social and business life, that can never be exhausted. Changes are constantly being made, hourly the curtain is rung up disclosing new scenes in the drama of life, and all nature shows a new face every year.

The man with an alert eye who can see and analyze at a glance, and then describe and draw logical conclusions, is greatly needed in this, "An age on ages telling, when to be living is sublime."

In the exalted profession of medicine, the demand for men of highest skill exceeds the supply. A great desire of life is to be free from pain. As wealth increases, the indulgence in luxuries and unhealthy habits grows stronger among the well-to-do; this tends to sickness, and they are willing to pay for relief.

In the grind of the arbitrary forward march of the age, many must work in unhealthful and dangerous environs, and the restless ambition of Americans who eat, walk, and even sleep in a rush, intensifies ills. This profession has to do with God's masterpiece, the human body. All creative processes looked to the building of man's body, and it should stir the blood of any man who engages in the sacred calling of keeping this vehicle of the soul perfect. To relieve pain, to defeat disease, to enter the holiest relations of family life, is a high privilege that should be granted only to the best and truest men. The need and reward for men in the art of healing is constantly increasing.

One of the noblest professions is that of teaching.

The demand for well-equipped teachers increases with the supply. The desire to learn grows stronger as we advance in knowledge. The pay in material wealth is not so great in proportion to the knowledge required as in other professions, but rich daily experiences and the inspiration of training young minds develop poise and strength of character that is invaluable in life. The teacher's greatest reward is in increased wisdom, and the consciousness of doing the good that the calling secures. The highest joy is found in making others happy, and the completest wisdom is secured by those who faithfully endeavor to give instruction to others.

In this age of multiplied opportunity there is no more inviting field to the man of purpose, to the man who wishes to make his life count in the transforming forces of the world, than that of the *ministry*.

Within the last decade, theological thought and interpretation have slightly changed. Most of the churches have shifted their views as to tenets and creeds, but the basal truths remain unchanged. Vital truths are eternal and do not change. The departure from the essential doctrines of the gospel is losing its force, and honest thinkers are returning in loyalty to the Bible. Churches have shifted from words to work, from theory to practice. The churches of Christ are gaining in strength and power, not as ecclesiastical bodies, but as working influences in the uplift and regeneration of the world. As Christians grow in grace there is less disposition to be exclusive, and this spirit is broadening the work

of the churches. The Young Men's Christian Association, and other organizations of that class are kept up through the collective influence of the churches. The same may be said of hospitals and other works of philanthropy; they are built-up and supported by church influences working outside of denominational lines.

The demand was never so great for capable ministers as to-day; men who are spiritual leaders, men who are soul-winners, men who will preach in deeds as well as words, men who glory in the gospel story, men whose words will have added weight with fathers and mothers because of having led their boys from sin and temptation to virtue and salvation.

The ministry needs men of faith, strong and sympathetic, who will preach the gospel of Jesus and walk in his footsteps. There is no calling in which the rewards are so great to the man of large faith, warm heart, clear head, and heroic spirit as that of the ministry. The demand for such men is more emphatic than ever before, and the rewards are infinitely more valuable than treasures of houses, lands, and stocks. Such a preacher is never underpaid, however meager his pay in dollars and cents. The rewards of a minister are beyond computing in terms of finance.

To-day the word "opportunity" is written over the door of every field of human endeavor and says to the man with a purpose, "Come in."

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